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# FINANCIAL TIMES

#### Gandhi tries to win credibility with careful budget, Page 4

#### EUROPE'S BUSINESS NEWSPAPER

Monday March 3 1986

#### D 8523 B

**Palestinian** Traders press plan mayor killed in for tin West Bank rescue

a curiew in the West Bank city of owed hundreds of millions of Nablus after a gunman killed Pales-tinian mayor Zair Al-Masri on his way to his office.

World news

Two radiesi groups, the Popular Front for the Liberation of Pales-tine and the Abu Nidal faction, claimed responsibility for the kill-

ing The mayor had been appointed by Israeli officials last December Page 18

#### Kohi party setback

West Germany's main government party Chancellor Heimut Kohl's Christian Democrats (CDU), suffered sharp losses in local nlections in Schleswig-Holstein, early retorns showed.

#### Gulf fighting shifts

The focus of the Iranian-Iraqi war shifted to the Kurdish region of porthern Iraq with heavy fighting reported near Chwarta

#### **Oil vessel bombed**

Five warplanes believed to be Iranian bombed a Turkish oil tanker bound for Saudi Arabia, killing its chief officer and seriously injuring a crew member, Raids delay pro-Sect, Page 4

#### Calm in Cairo

Tourists once again rode camels in the shadow of the pyramids and traffic police resumed duties in Cairo six days after a rampage by conscript Egyptian security police that left at least 36 dead. Tourism losses, Page 3

#### Vote played down

Spanish Prime Minister Fripe Gon-zalez said he would not dissolve parliament and sail early elections if voters reject his recommendation for which the membership in Napo. In a material on March 12.

#### Education review

A broad review of educational policy is under way in the UK and could lead to the creation of a new Department of Education and

Israeli military authorities ordered . TIN: Banks and metal traders pounds as a result of the market's crisis, are to make last-ditch efforts this week to obtain a response from the International Tin Council- to their rescue plan. Page 18

No. 29,869

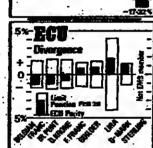
Business summary

TOKYO: Expectations of another discount rate cut boosted the stock market and the Nikkei index finished 87.03 higher at a record 13,727.88 in Saturday's half-day ses sion. Leading prices, Page 35

EUROPEAN Monetary System: The Belgian franc and Irish punt re-mained the weakest currencies within the system. The franc showed little change on a cross rate with the D-Mark and Dutch guilder however, since it is already tradin

#### EMS Feb 28,1986 2.257

## GRID



close to its lowest permitted level. In Ecu terms it stayed within its divergence limit and there was no evidence of any significant inter-vention by the Belgian central bank. The D-Mark was a little firmer overall, helped by the dollar's sharp decline but there was no im-mediate increase in pressure on the weaker members ahead of this month's elections in France.

The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 24 per cent.

nation of Mr Olof Palme, the Prime The hunt for Mr Palme's killer Minister, late on Friday night, writes Kevin Done in Stockholm. continued with unabated intensity yesterday, and police are now con-Mr Ingvar Carlsson, the Deputy vinced that the Swedish Prime Mio-Prime Minister and one of Mr ister was the victim of a well Palme's closest colleagues, will be planned attack.

Palme's closest coneagues, many approved today by the full party committee as the Social Democrats' sination on an open street in the centre of Stockholm, the police still the street in the social beaution as Prime Minister is expected to be ap have few firm clues, but yesterday proved by the Riksdag, the Swedish Parliament, on Wednesday next evening they announced that they had found at the murder site the bullet which is believed to bave It was announced yesterday that killed Mr Palme.

Mr Palme's funeral will take place The Swedish leader was shot in on Saturday, March 15. It will be a the hack at close range with one party funeral rather than a state hullet from a powerful handgun. It funeral following a tradition set by was n 38 calibre revolver, probably and various witness reports, the po-

SWEDENS ruling Social Democrat-ic Party is moving quickly to fill the political vacuum left by the assassi-Mr Tage Erlander. Mr Tage Erlander. passed through the clothing of Mrs Lisbeth Palme, the Prime Minister's wife, slightly grazing ber back. Mr Palme died instantly. The bul- attack.

let passed through his body severing the sorta, the main artery carrying the blood from the heart. Mr Hans Holmer, the Stockholm

police chief, said yesterday that the bullets were of a highly unusual type, a 3.57 magnum with a copper covering and a lead tip, a bullet that could be designed to penetrate beavy material such as a builetproof vest. The police do not have

such a hullet among more than 500 types in their ballistics department. Both on account of the weapon

**Brazil wins narrow** margins on \$31bn debt rescheduling

#### BY PETER MONTAGNON IN LONDON

BRAZIL yesterday reached agreemeot with its main creditor banks on the terms of a \$31bn debt rescheduling package designed to put its financial house in order for a further year. Page 18

The agreement involves a sub-stantial reduction in interest margins on the debt affected. It reflected the significant improvement in Brazil's foreign trade performance during the past few years, Mr William Rhodes, a senior Citibank executive said in New York. Bankers said the agreement also with the Brazilian central bank.

apparently marked an end to wor-About 700 creditor banks worldries that Mexico's debt problems in wide will also be asked to maintain the wake of the falling oil price their short-term trade credits and would spark a trend to major conmoney-market lines to Brazil at the cessions for all Latin American present level of about \$15.5bn.

debtors In a joint statement yesterday Mr Brazil will pay market rates of in-Rhodes and Mr Servas said the deal terest under the new agreement, was "a bridge to a future multi-year which was negotiated by Mr Antonrescheduling package.\* Bankers said the deal would tide io de Padua Seixas, the central bank director for external debt, but interest margins on 1985 and 1986 Brazil over in the run-up to this year's Congressional elections in debt maturities have been cut to 1% November.

per cent from an average of 2 per cent over London Eurodollar deposre over the Government of Presiit rates. This should save about dent José Sarney will drop its refus-\$140m in debt service costs a year. at to adopt an International Mone-Under the agreement about \$8bn of debt that fell due last year will be

would be a pre-requisite for a multi-year debt rescheduling arrangement This weekend's agreement was

reached shortly after Brazil announced a major economic reform package on Friday designed to curb domestic inflation now running at

But the measures in the pro me, which include a one-year freeze on prices, the introduction of a sweeping revision of the country's price indexation system, had little

eign exchange reserves of about They hope that once the elections Details of the new agreement are

banks within the next few days. It is expected to be formally signed in tary Fund economic adjustment June.

Mr Holmer said that all the indications pointed to a well planned

Sweden acts to fill political vacuum left by Palme's death

The Prime Minister and his wife decided at short notice on Friday afternoon to go to the cinema that evening. The police believe that they were followed by the killer all the way from their fint in the city's old town via the underground to the Grand Cinema on Sveavagen, a main street in the centre of Stock-

Mrs Palme bas since reported seeing two people acting suspicious-ly outside their flat two weeks ago, hut the information was never passed oo to the police or the intelli-

Uruguay

summit

backs

As part of intense police activities gence service responsible for providing security for Sweden's politi- controls at Swedish border points to cal leaders. Mr Palme always insisted that he

should be allowed at least some normal private life, and on Friday night the couple were not accom-

panied by a bodyguard. The assassin is thought to have kept watch on the cinema, or could an open street in a country so unhave been inside. The Prime Minis- used to political violence. ter and his wife left the cinema

by car.

shortly after 11pm, having said goodnight to one of their sons They had walked only a couple of blocks when the killer struck close bad, the Government Chancellery to an entrance to the underground and the Prime Minister's office to

station. He escaped up a narrow al-leyway and a flight of steps which would bave prevented any pursuit

Norway were immediately stepped up, as were those at ferry terminals and airports. Swedes have been stunned and

disbelieving at the assassination, barely able to comprehend that such a murder could take place on

Many thousands took part in memorial services around the country and queued for hours in freezing temperatures outside Rosensign a book of condolences.

Editorial comment, Aftermath of the killing, Page 16; Obitnary, Page 2

**Aquino backers** split over plan to sack officials

#### BY ALAIN CASS AND SAMUEL SENOREN IN MANILA

power, President Corazon Aquino of to her authority and disagreements among her supporters which threat-en to dividn ber Government.

Mrs Aquino was yesterday accused of acting autocratically after the Government announced that all locally niected officials would have their terms of office terminated today and that their successors would be oppointed by the Government. Mrs Aquino's legitimacy as Presi-

dent is also likely to be challenged at a meeting today of the KBL, the party of deposed President Ferdi-nand Marcos. The KBL, which is in disarray after suffering 44 defections to Mrs Aquino's ruling coalition, is expected to demand that the new Government submit itself for ratification by parliament and the

Supreme court. This demand goes to the heart of Mrs Aquino's dilémma as she tries to assert her authority over the entire country and all government officials, many of which remain fiercely loyal to the man she deposed

Mrs Againo and Mr Salvador Laurel, the Vice President, maintain that theirs is n "revolutionary government" which needs maximum latitude to clean bouse after. were found. Col Jesus de la Cruz

Angry shoppers in Rio de Janeiro looted supermarkets which they suspected of marking up prices following the imposition of a price freeze as part of the Government's fight against inflation.

255 per cent a year. cheduled for seven years with repayment starting in 1991. A fur-ther \$9.5bn of debt due in 1986 will be rolled forward to March under a new currency - the cruzado - and an interim deposit arrangement

> impact on the terms of the new agreement. Bankers said they were prepared to countenance a debt package for Brazil even though it had no IMF programme, because of the country's strong trade performance, Last year's surplus of \$12.45bn was the third largest of any country in the world.

Brazil also has substantial for-

due to be forwarded to all creditor

particular with regard to current inerest rate levels." The countries represented at the meeting make up the steering com-

> However, the immediate threat of joint regional offensive against creditors seems to have receded. Although officially billed as an emergency meeting, the two day summit was characterised by improvisation and differences beat s ic strategy to adopt. The most clearly disappointed country, at the end of the meeting, appears to have been Argentina, which had hoped to find Mexico leading the group towards the adop-tion of more specific radical mea-

LESS THAN a week after assuming she announced further liberalisation measures before an ecstatic the Philippines is facing challenges crowd of several bundred thousand people, who were attending n thanksgiving mass in Manila.

In a series of announcements Mrs Aquino ordered the lifting of the suspension of hobeas corpus throughout the country, originally suspended by Mr Marcos in 1981. Mrs Amino also announced that of 484 political prisoners, 480 had been released.

She did not, however, release four others, including the former Communist Party chairman, Mr José Sison and the alleged former commander of the communist New People's Army, Mr Jose Buscayno,

Mrs Aquino announced the retirement of 23 generals who had "overstayed," beaded by General Fabian Ver, the former chief of staff, who fled to the US with Mr Marcos.

Senior officers confirmed that "several thousand" enlisted men and officers had still failed to report for duty, fuelling fears of a last stand by pro-Marcos elements. The regional commander in charge of the north of the country, a Marcos stronghold, said his units would scour the countryside until the men dded." we will try to persuade

Mexico By Jimmy Burns In Punta del Este A GROWING NUMBER of Latin American countries look set to press for lower interest rate payments on their foreign debt following a two-day emergency summit in Uruguay called by Mexico and Venezuela.

mittee of the 11-nation Cartagena group of debtor countries. Officials said that although no specific country was mentioned in the final statement it was giving tacit support to Mexico in its current efforts to win major concessions from its creditors because of its latest pay-

ments crisis.

Officials from these two countries oined with others from Colombia, Brazil, Argentina and Uruguay, to issue a communique declaring that in the case of individual debtor countries "substantial modifications to existing debt agreements could no longer be postponed, in

Training. Page 6

#### Sellafield defended

Kenneth Baker, UK environment secretary, said the Sellafield nnclear processing plant in Cumbria, northwest England, would not be closed despite a radiation leak on Saturday, the fourth reported this year. Page 7

#### **Riots in Pakistan**

Pakistani police arrested at least 30 youths as Moslem rioters damaged nine. Hindu, temples and looted several shops in Jacobabad in reaction to sectarian clashes in India.

#### Bangladeshi vote

President Hossain Mohammad Ershad of Bangladesh said elections will be held the last week of April to restore democracy after four years of military rule. Previous election calls have been boycotted by opposition parties. Page 3

#### Fire threatens oil

Firemen and Greek troops tried to keep flames away from a tank containing 50,000 tons of oil as they fought a week-old fire at the Jet Oil depot near Salonika.

#### War crimes denied

John Demjanjuk, extradited hy the US to Israel where he faces trial as an alleged Nazi exterminator of Jews, told a court that be was a vitim of mistaken identity. Page 3

#### **Role for Mrs Hoxha**

Nexhmije Hoxha, widow of isolationist Albanian leader Enver Hoxha, was chosen to lead the Democratic Front council which nominates all candidates for elections.

#### Gorbachev turns 55

Soviet, leader Mikhail Gorbachev observed his 55th hirthday with only a brief mention in the state press account of a session of the 27th **Communist Party Congress.** 

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The lower chart gives each curren-cy's divergence from its "central rate" against the European Curren-cy Unit (ECU), itself a basket of Eutopean currencies.

JAPAN'S national external ac-counts are still showing no sign that the higher yen is reducing exports. Page 3

**REAGAN** Administration proposals to renegotiate bilateral textile pacts with Hong Kong, Taiwan and South Korea fall short of what the US industry wants. Page 4

AMERICAN EXPRESS, the US financial services conglomerate, expects to show a \$200m pre-tax gain from the previously announced sale

of its 50 per cent stake in Warner Amex Cable Communications. RUPERT MURDOCH. Australianborn media entrepreneur, raised more than \$1bn in one of the largest offerings of high-yield securities, commonly called "junk bonds," in the New York financial markets. Page 21

#### **KUALA LUMPUR** stock exchange deferred a decision to accept an

80m ringgit (\$32.5m) financial lifeboat from the banks to rescue brokers in trouble over forward purchase share contracts. Page 21.

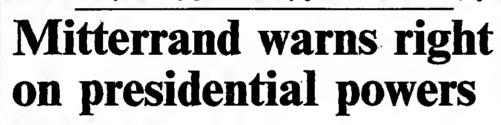
ICI of the UK unveiled plans to restructure its Malaysian operations to enable it to retain equity and management control while complying with the Malaysian Government's new economic policy. Page 19

NOBANDA, financially stretched Canadian resources group, suffered a net loss of C\$228m (US\$163m) or C\$2.17 a share, last year, after a C\$4.5m loss, or 32 cents a share, in 1984. Page 21 BRITISH AIRWAYS predicted its much-delayed privatisation would

take place this summer. Page 8 ENGINEERING output in the UK rose 6.5 per cent last year. Mechanical engineering showed a growth rate of 6 per cent, its best since

1974. Page 8

CONTENTS



#### BY DAVID HOUSEGO IN PARIS

PRESIDENT François Mitterrand mentary elections on March 15, Mr. Mr Mitterrand nttempted in the last night warned France's right-wing opposition parties that any at-tempt to curtail the President's constitutional conflict. Opposition Party by calling on Frenchmen to legitimate powers in the event of a leaders, including former President back n successful government. He right-wing victory in this month's parliamentary elections would be a serious mistake

of "disorder" and "very great diffi- Assembly. culty" if a right-wing government tried to deny him the authority con-ferred him under the constitution. The President said: "I expect, and this is normal, that my responsibilities are respected." He declined to be what he called a "cut-price presi-

Making what he described as his majority of between 23-99 seats in majority. final broadcast before thn Parliathe National Assembly.

Giscard d'Estaing, have said Mr said it would be unjust and "danger-Mitterrand would be powerless if ous" to change a government that

the parliamentary right secured an was doing good work. Mr Mitterrand evoked a picture absolute majority in the National Mr Mitterrand's rising personal Assembly. popularity has been the main asset Mr Mitterrand spoke as the opin-in the hands of the Socialists during

ion polls showed the Socialists the campaign. would now obtain between 27 per None the less, implicitly envisag-cent and 29 per cent of the vote. The ing for the first timn the possibility None the less, implicitly envisagparliamentary right - the neo-Gaul- of a right-wing victory. Mr Mitter-ist RPR and the centrist UDF - are rand said he would respect the wish given between 43.5 per cent and 46 of the people and choose n prime per cent of the vote or an absolute minister from among the new

**Continued on Page 18** 

## Foreign firms shy of London SE

#### BY BARRY RILEY IN LONDON

ONLY TWO foreign securities the biggest Japanese securities more firms, Vickers da Costa and groups are taking the opportunity house. Jardine Fleming, have British con-to set up new member firms on the Although Nomura is being per-nections, but they have been told to set up new member firms on the London Stock Exchange this week, even though rule changes permiteven though the were implement-it is thought that the exchange it-ed on March 1. self is reluctant to accept applica-Exchange officials declined to accept that the response was disap- firms which are keen to enter.

Anglo-Japanese relations continpointing, but the chairman of the membership committee, Mr Peter Wills, said: "We would be delighted to see more applicants." Tomorrow's council meeting of the stock exchange will consider ap- bership of the Tokyo Stock Explications from Merrill Lynch, the change. US securities group, and Nomura, The Japanese argue that two

· . . .

mitted to set up a broking firm that Vickers is now Americanwithin the London Stock Exchange, owned (it is part of the Citicorp empire) and Jardine Fleming is a Hong Kong company which is only partly owned by the London mer-chant bank Robert Fleming. tions from saveral more Japanese

Other Japanese firms are unlikeue to be affected by the issue of re- ly to make formal applications for ciprocity. Only onn British firm, a membership in London unless they subsidiary of the Warburg group, are assured in advance that their has so far been granted full mem- applications will be successful.

> **Continued on Page 18** Background, Page 6

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International	Eurobonds		Foreign affairs: Gorbachev after the congress 17
Britain	Letters		Lombard: steeplejacks and
	Lombard	Brown Boveri 14	
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Arts - Reviews	- Wall Street . 35-37 - London 32,33		banks 18
Construction	Technology		Nigeria:
Editorial comment	Weather 18	Palme killing 10	Survey Section III

Mexico by contrast let it be known privately that any unilateral action might undermine its current negotiations with creditors, which it described as at a "particular delicate stage."

ers fear that submitting the Gov-ernment to constitutional controls them to come quietly. But we are ready for any eventuality." Mrs Aquino is also faced with would restrict this freedom. problems within her own coalition. It is not clear whether Mrs Aquiwhich groups Unido, led by Mr Launo's government considers the con-stitution to have been temporarily rel and PDP-Laban, led by Mr suspended or whether she is issu-

Aquilino Pimentel, the local governing proclamations under amendment minister, and Mr Jose Coment 8 of the constitution, which al- juango, Mrs Aquino's brother. The two parties are already re-ported to be bickering over the last lowed President Marcos to rule by decree, n move for which he was persistently criticised. remaining government appoint-Ironically, this first challenge to ments

Mrs Aquino came on a day when US legal action, Page 3



dent."

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deficit

## **OVERSEAS NEWS**

## Political strategist to lead Sweden

#### BY DAVID BROWN IN STOCKHOLM

MR INGVAR CARLSSON, who is set to succeed the late Mr Olof Palme as Sweden'a Prime Minister, is something of an untical career in Olof Palme's

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He has however played a key role in the Government as the Prime Minister's right-hand man and is one of the party'a leading strategists.

Mr Carlsson was responsible for mapping the party pro-gramme and the successful election strategy which returned the Social Democrats to power against seemingly impossible opposition last September.

As the party'a leading ideo-logue, Mr Carlsson has helped steer the Socialists towards a scer the Socialist towards a pragmatic programme which combines a traditional concern for social equality with one for industrial growth and profit-

ability. "If we don't see to it that companies prosper, how can we push through our other reforms?" he once said. "We want a cow we can realiy milk well, we don't want to kill it."

East and

Sweden's so-called As "Minister of the Future," he has been a driving force behind the country's successful indusknown quantity to most Swedes trial renewal effort, formulating because be has spent his poli- an official research and policy which development gives priority to areas such as information, materials

handling, and bio-technology. Mr Carlsson was architect of a controversial system of renewal funds. Wanting to secure labour restraint in the 1985 pay negotiations—a time of soaring corporate profits—

the Government required that a portion of profits be set aside by law for research and development and retraining of workers in high technology fields.

Unlike Mr Palme, Mr Carlsson comes from e working elass background. He was born in the south western Swedish town of Boraas in November 1934,

He began his political career as e student at Lund University, where he led the Social Demo-cratic Students' Federation and

OBITUARY

caught the eye of then Premier Thage Erlander who was everscouting for potential party talent.

Upon graduating, ha was invited to take a position at the Cabinet Office in Stockholm and joined the cahal of "Erlander's Boys" which also included Olof

In 1965, et the ege of 31, he was elected to the Rikstag (parliament) as its youngestever member, where he was known as severe and unruffled in debate and as a reliable party operator.

He followed Olof Palme in a number of ministries including education and housing. During five years of non-Socialist rule he formulated the party pro-gramme which returned Mr

Palme to power in 1982. Mr Carlsson is a friend of nature, an amateur ornithologist Mr Carisson: pragmatist and an opera lover. Although he suffers from a public image of colourlessness, he is said to

to follow. It remains to be seen whether he can unite a some have a sometimes roguish sense of bamoor. times divided party behind him and galvanise the voters of Mr Carlsson has a difficult act Sweden



THE FIAT GROUP, which controls listy's largest car maker, is planning to re-employ up to 5,750 workers who have been on state-sub-sidised lay-off fer nearly six vears.

The plan, which calls for the workers to be re-hired (although not necessariy all in the group's car factories) in the group's car factories) between next summer and the autumn of 1987, was presen-ted at the weekend to Mr Gianni de Michelis, Italy's Employment Minister. The minister is to coavene Stat measure and trade mion

Flat managers and trade union representatives for a meeting this Thursday to discuss details of the plan, which is een in Italy as evidence of

the improving economy and of Flat's ability to make use of thousands of workers who were made redundant in 1939. when the Turin company was in crisis. Since then Flat has staged an impressive recovery and has undergone significant

and has undergone significant restructuring. Under Italian law it is pos-sible for private sector workers to be placed on "zero hour" state-subsidised lay-off, collecting a large part of wages. In the case of the 5,750 Figt workers in ques-tion, this began in 1980 and was renewed for another three years in 1983. Wr Crease Bomiti. Figt

Mr Cesare Romiti, Fiat managing director, explained to Mr de Michelis that the

company's improving profit-ability, rising demand in the car market and new invest-ments in technology will make it posible to re-employ the workers.

**Craxi** forecasts inflation fall

Crari said yesterday condi-tions were favourable for a fall in the annual rate of inflation from the current 8.5 to 5 per cent this year, Reuter reports from Rome. Addressing the congress of Italy's largest trade union, the Communist-led CGIL, Mr

bring inflation down to pre-1973 Jevels.

## France's share of trade in industrial goods falls further

#### BY DAVID HOUSEGO IN PARIS

THE FRENCH share of world trade in manufactured goods Export growth (by volume) of manufactured goods in 1985 suffered a further loss last year, according to the official statis-tics institute INSEE.

In a depressing picture of Britain French industrial performance, INSEE says that export growth flattened last year, partly because of the French franc's West Germany ...... 9.8 Italy ..... US ..... Janan loss of competitiveness in European markets and partly

because of a 14 per cent drop World, its share declined by in real terms in armaments and 4 per cent. INSEE says that sales of air-craft and armaments will pick aircraft exports. Import growth picked up sharply because of the increase np again from next year on the in domestic demand and because industrialists have been basis of contracts already signed. The report says that, in real bringing forward equipment purchases in anticipation of a

terms, French exports rose by only 1.8 per cent last year (compared with 7.6 per cent in devaluation of the franc. The INSEE report nonethe-less confirms government fore-casts that the drop in oil prices and the dollar will cut France's energy import hill by FFr 60bn

(compared with 7.6 per cent in 1984). By contrast, exports from West Germany rose by 8.8 per cent and British exports by 9.8 per cent. The 5.9 per cent increase in import volume, described as "worrying," was mainly con-centrated in intermediate goods and machinery, the report says. The institute blames the dis-appointing increase on a (15.12hn) this year and lead to a trade surplus of FFr 15hn in the first six months. INSEE expects industrial growth will expand at annual first half and the consumer price index will rise by 1 per appointing increase on a combination of anticipatory purchases in edvance of a parity cent

The survey says France's share of world trade in manuhange, a loss of French indus trial competitiveness and a factured goods fell by 1.7 per shortage of capacity in the engicent last year. This was more than double the 0.7 per cent neering and basic chamicals sector. France's

France's market share fell by remained at FFr 24bn in 1985, 1.2 per cent. In the Third the same as in 1984.

## Norwegian offshore oil licences awarded

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By Fay Gjester in Oslo NORWAY HAS announced the award of eight offshore petroleum licences, covering nine blocks off the central part of Norwey's coast.

Statoil, the state oil company. has been made operator on two licences covering three blocks. while operator tasks on one block each have been given to Norsk Hydro and Saga Petroleum-both Norwegian-and four foreign majors, Elf,

Esso, Mohil and Shell. Other oil companies which have been awarded shares, but not operator roles, in one or more of the nine blocks are Agip, Amerada, Hess, Arco, BP, Britoil, Conco, DNO, Fina, Ory, Tenneco, Texas Eastern and Total.

Two of the blocks are in the Halten Bank area and the rest in a part of the coast, straddling the 66th parallel, not previously explored. Drilling on the blocks awarded in this area, Nord-land II, must start this year, the Oil Ministry said.

Oil Ministry said. Statoil's participation in each licence—initially 50 per cent— may be increase to between 60 and 70 per cent if petroleum is found and produced in the licence area, the ministry said. The licence terms also specify which onshore bases the oli companies must use.

The awards have been malle under the second part of Norway'a 10th licensing round. Meanwhile, the Oil Ministry bas meanwhile, the on ministry bas invited oli company applications for 39 other blocks, mostly located further north, under Round 11.

#### FINANCIAL TIMES

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#### Social equality and peace issues West praise topped Palme's list of priorities 'statesman' WORLD leaders yesterday expressed horror at the assas-

sination of Swedish Prime Minister Olof Palme, calling his murder a senseless and brutal outrage that had robbed the world of a wise statesman and man of peace, Reuter reports from Stockholm.

East and West praised the 59-year-old leader for his efforts to promote peace, particularly in the field of nuclear disarmament, and expressed sorrow that a man who had fought hard for democracy had met such a violent death

Nicaragua declared a threeday period of mourning. In Moscow, delegates at the Soviet Communist Party Congress stood in silence for a minute in tribute, while in the US President Reagan expressed his Palme was born to a patrician profound sorrow "in tha face family in a wealthy section of of this senseless act of vio-Stocholm in January 1927 and lence.

Palme a personal friend, French President Francois Mitterrand spoke of the "old and loving his wish to live like any other relationship" he enjoyed with man in Stockholm, and enjoying Palme, both personally and as openly walking or cycling to a member of the Socialist International.

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PRIME MINISTER Olof Palme den, Mr Palme often seemed ated a deep chill in US-Swedish of Sweden was an assertive more comfortable in the role of relations which lasted over a of Sweden was an assertive more comfortable in the role of idealist who spoke loudly for international statesman than he peace and reason on the inter- did as domestic politician. national scene and who domin- He sought to speak for ated the politics of his country smaller countries on a world for nearly two decades. stage dominated by super-

Following Mr Tage Erlander powers. Chairing what came to as chairman of the Social be called the Paime Commis-Democrats and Prime Minister sion on Disarmament and Democrats and Prime Minister sion on Disarmament and in 1969, he ruled for seven Security, he campaigned for years before leading his party nuclear disarmament, weapons to its first defeat in 44 years. testing bans and a nuclear-free However, in 1982 he suceded in ousting an ineffective and changing coalition of non-Socialists, and retained power in a bitterly contested 1985 elec-

tion. A committed campaigner for national Development issues, social equality in Sweden, Mr and Sweden was one of the Palme was born to a patrician few countries to commit 1 per Stockholm in January 1927 and stiended one of the country's Many leaders considered Mr most prestigious private schools.

assistance.

zone in Europe.

man in Stockholm, and enjoying Iran and Iraq. openly walking or cycling to His bitter c work

decade, and he never made an official visit to Washington. When Soviet submarines were suspected of penetrating Swe-dish territorial weters in 1982.

Mr Palme responded aharply. But he was accused at home of being overly quick to begin the process of warming rela-tions with Moscow which was to have culminated in a summit next month.

As Prime Minister, Mr Palma steadfastly refused in pursue what he called policies of "egoism and sharp elbows" re-Mr Palme was also a committed advocate for the interests of the Third World. He was a member of the Brandt Commission on Interferring to the retrenchment or social issues which swept the West during the economie downturns which followed the cent of its GNP to development 1973 oil shock.

Selected by the and received a Bachelor of Arts United Nations Secretary degree from 8 General to lead a largely re-Obio in 1948. spected if unsuccessful effort He began hi degree from Kenyon College in

He began his political career as an assistant in the Cabinet to end the Gulf War between Iran and Iraq. Office of then-Prime Minister His bitter criticism in the Erlander. In 1965 he was apork. mid-1960s of American involve- pointed Communications Mind-As the leader of neutral Swe- ment in the Vietnam war initi-

#### decline in 1984. In Europe, trade **Moscow invites Jaruzelski** to visit former Polish city

#### BY CHRISTOPHER BOBINSKI IN WARSAW

THE SOVIET leadership has the Poles living there have been belped boost Gen Wolciech treated as one of the country's Jaruzelski's image at home by more sensitive taboos. inviting the Polish leader to But Jaruzelski was shown

But Jaruzelski was shown talking to Poles in the city, in-Wilno, the capital of Soviet viting them to visit Poland, and seeing Catholic churches, the university and other places which have figured in Polish Gen Jaruzelski, who is in the Soviet Union for the Com-munist Party congress, spent

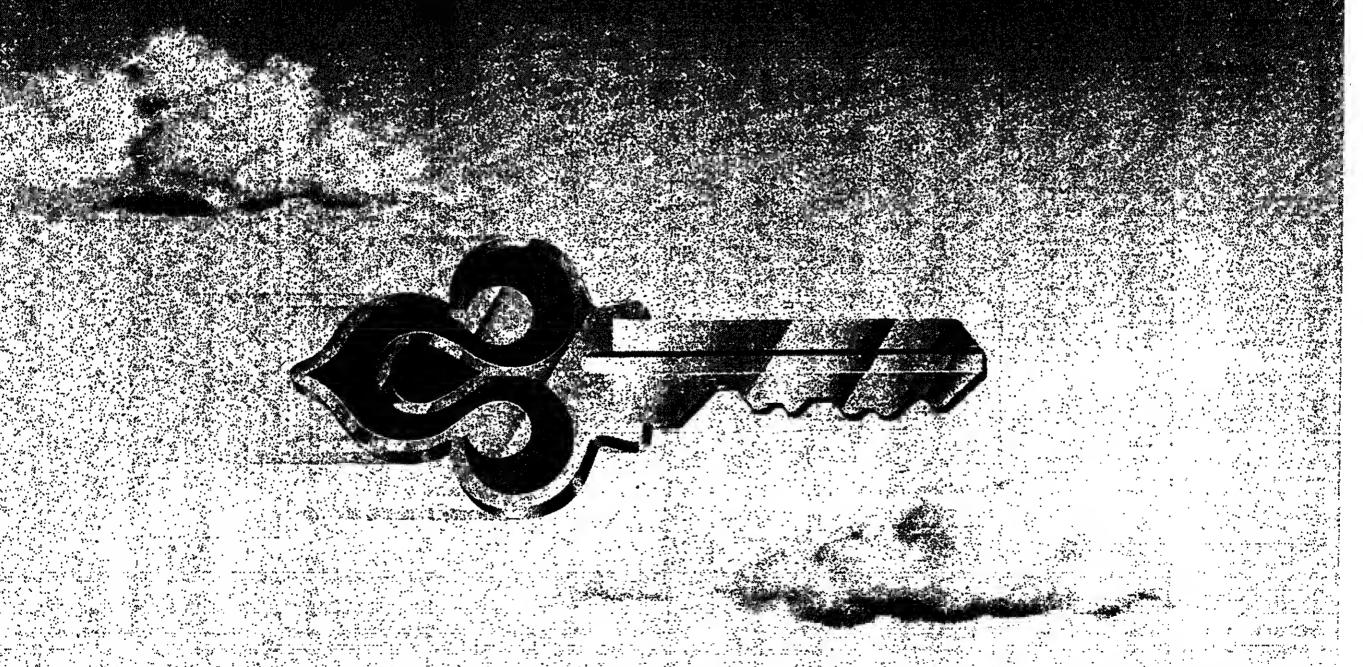
the two days up to Saturday in the city which before tha war was a part of Poland, and still history. was a part of Poland, and still The visit permitted Gen retains a significant Polish Jaruzelski --- who still smarts minority

inority. from US taunts that he was no Polish TV coverage of the more than "a Soviet general visit surprised many viewers, in a Polish uniform"-to strike Since the war the subject of a patriotic pose appealing to Polish links with the area and Poles.

Lithuania.

Crazi said a combination of lower oil prices and a fall in the value of the dollar could

**Italian Prime Minister Betting** 



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PENANG	RANGOON
SINGAPORE	DHA'KA
IAKARTA KARACHI	
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BY ROBERT THOMSON IN PEKING

The statistical bureau said per cent

## **UK NEWS**

#### LEGAL PROCEEDINGS TO BEGIN 'SHORTLY'

## US group to pursue Marcos assets

#### BY WILLIAM HALL IN NEW YORK

THE New York-based Center recever documents detailing fer Censtitutienal Rights, which Mr Marces's wealth which are bas been retained by the new Philippioes Gevernment te help track down the everseas fortune ef fermer President Marcos. said yesterday that it will begin legal proceedings shortly te recover his US assets.

The group, which has been ahoard the two planes which retained te "take all legal brought Mr Marcos and his steps necessary" te recever all party te Hawaii. properties and assets found to He said that the four New have been misapprepriated hy York huildings owned by the Mr Marcos, his family and his former president and said to associates, said yesterday that be werth \$350m were "just the

held aboard two clesely guarded US air force planes at the Hickham Air Ferce Base in Hawaii. Mr Michael Ratner, the legal directer of the centre, said yesterday that the documents were

"network ef front men and dummy corporations designed to conceal their true ewners."

The Center for Constitutional Rights has retained a Hawaii lawyer to help ebtain the docu-ments which are believed to defail Mr Marcos'a wealth. The two planes which in addition to the boxes of cash, property deeds, stocks and certificates of deposit contain large amounts of jewellery, art works, gold US Customs service bas comand other valuables.

attacks India over Tamil initiative

Sri Lanka

#### By John Elliott in New Delhi

DIPLOMATIC relations between India and Srl Lanka have sunk to their lowest point for a year follewing the collapse, amid locreasing ethnic violence, of a peace initiative jointly launched last summer by the two countries to try to solve the island's

A diplematic note delivered in New Delhi over the week-end by the Sri Lankan Government said India's offer of belp stood impaired and its credi-bility diluted because India had "partisan and parochial interests," which meant It was

Wednesday that the Sri Lankan ferces' attacks en Tamil militants went "heynng the realms ef civilised behaviour and had the elements of genocide." Sri Lanka should fix a time

limit of about a month negotiate a settlement, Bbagat said.

#### China reports Cost of **Cairo riots** record retail put at \$200m price increase

#### By Tony Walker in Cairo

LOSSES INCURRED in three LOSSES INCORRED in three days of rioting by conscript seenrity police in Cairo last week could exceed \$200m (£137.9m), Mr Fouad Sultan, Egypt's Minister of Tourism and Civil Aviation, said. Mr Sultan estimated that CHINA HAS reported a record exports rose 4.7 per cent last

BY ROBERT: IncreaseIn relationPresentCHINA HAS reported a recordExports rose 4.7 per cent lastincreaseIn relati prices, isyear and imports jumped 54.2highertrade deficit than wasper cent.According to the figuresAccording to the figuresrates of agricultural and industrial growth for last year.According to the figuresThe most politically-sensitivefigure released by the statefigure released by the state(2553m), a 16.2 per cent rise onfigure released by the state1984. Industrial production rosefigures recorded alnce the early19850s. Prices in rural areasrise recorded alnce the earlyslowed dramatically inthe planned figure, but it apparentsin urbanrise recorded alnce the earlyThe effects ef the ruralpolicies this year.The highest impleA higber thanpolitical figuresready influenced a governmentfigures. Tetal agricultural ent-policies this year.Grain is a symbol of stabilityests of trade figures for 1985,in china is a now released threesets of trade figures for 1985,with each, successive set show-ing a progressively greaterfor clastary of clastanter(510-2bn), while the Ministry estimatethe clastary sit is \$7.16bn andthe Custams Ministry estimatemore statistical bureauthe statistical bureauan urban areas by 10.8ready influenced agays it is \$7.16bn andmore statistical bureauthe be \$13.7bn.The statistical bureauthe c Mr. Sultan estimated that material losses were in the order of \$120m, resulting from damage to about 4,000 botel rooms. He sald the Government was werking with banks, insurance com-panies and ewners of damaged premises to assess suitable compensation and te ensure that huildings weuld

be repaired guickly. Egypt's teurism industry had already been hit hard by recent Middle East-related vielence, including the hijacking of the Italian eruise liner. Achille - Lauro, and the hijacking of an Egypt Air Boeing in Malta. Tour operators and govern-

ment officials e, imate that losses over the usually busy Christmas period could have exceeded \$100m. There were mass cancellations by visitors,

Weinberger defends Pentagon buying record

The presidential panel charged mont for each branch of the dential commission, beaded by en Friday that there is "ne military as well as one overall Mr David Packard, a former

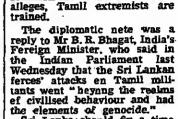
rational system fer geven. Congressman Les Aspin, chairmental agreement en military man ef the armed services com-strategy " and it accused the mittee, interviewed on the same Pentagen and Congress of con- programme disagreed with

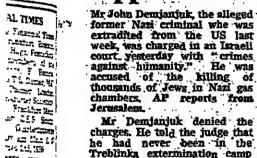
He said that Mr Marcos and pleted a preliminary inventory his associates had been "drain- of the contents of the two US inv the country fer 20 years" planes but has so far net disclosed it publicly. The battle for control of Mr Marcos's overseas assets presents the US Government with a potentially embarrassing dilemma. It has offered Mr

Marcos sanctuary and now bas te decide who is the rightful owner of the contents of the Tamil unrest.

biased

This was a reference to sup-port for Sri Lanka's Tamli minority among the pelitically-significant Tamil community in southern India where Sri Lanka alleges, Tamli extremists are trained.





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charges. He told the judge that he had never been in the Treblinka extermination camp where the murders were alleged tn have been committed... Mr Demjanjuk, who arrived

in Israel on Friday, was ordered to be beld for 15 days questioning. 

Under Israeli law, police have to seek an extension of their custody of the prisoner every 15 days. The hearing was

Treblinka," Mr.Demjanjuk told the court in stilted English. If his US citizenship in 1981 Judge Aharon Simba asked for lying th indigation

Nazis?" "I never served the Nazis, ne," said the Ukrainian-born Mr Demjanjuk. Charges prepared by the state prosecutor said Mr Demjanjuk operated the chambers at the Nazi camp in Peland in which hundreds of thousands of victims choked to death from carbon monoxide.

crimes and crimes against persecuted persons," said the

with his ewn hands Jews from among the work parties that laboured in the camn." said the charges read by police deputy commander-Alex Ish-Shalom. the first stage in the process . Mr. Ish Shalom said that Mr that could lead to the death Demjanink became known as sentence for the 65 year old Tvan the Terrible because sentence in that along with his formal, he com-"I am completely the wrong you can call it formal, he com-num I was never in that mitted the cruelest acts of tor-

list ef charges. Mr. Demjanjuk also "killed

particularly from the US. Meanwhile, schools and universities in Cairo will remain closed this week and a dusk to dawn curlew is in ferce

ODELLIN

BY NANCY DUNNE IN WASHINGTON MR CASPAR WEINBERGER, tributing te inefficient weapons President Reagan's request for MR CASPAR WEINBERGER, tributing te inefficient weapons the US Defence Secretary, huying. yesterday tried to downplay a Mr Weinberger, appearing en new repert by a special presi-televisien, defended Peutagon dential commission critical of acquisition procedures but said the Pentagen, insisting that he would consider a commission most of its recommendations recommendation te appoint a had already been followed, secretary in charge of procure-mediate between the secretary in charge of procure-

ORDER PROCESSING

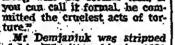
autherity" to streamline the an 8 per ceut increase in miliacquisition process. "Today there is no rational tary spending next year. The Administration has not get its money's worth on the "trillion system whereby the executive branch and the Congress reach dollars we gave them in the first place," he complained. The 26-page repert of the presicoherent and enduring agree ment en natienal military strategy, the forces te carry it out, and the funding that should Pentagen efficial, suggested a

strengthened head of the joint chief of staffs and establishing "shert unambigueus lines of

be provided," the report says. "The absence ef such a system centributes substantially te, the instability and un-certainty that plague eur defence programme."

Alleged war criminal appears in Israeli court Mr John Demjaniuk, the alleged in Treblinka and you never former Nazi criminal whe was were in the service of the extradited from the US last Nazis?" week, was charged in an Istaeli "I ner court yesterday with "crimes ne," said against humanity." He was Mr Demi accused of the killing of Charge thousands of Jews in Nazi gas prosecution

carbon monoxide. He committed "crimes against the Jewish people crimes against humanity, war



Economic plan

for Panama

"the mest valuable" items aboard the two planes which

it was extremely anxious to tip of the iceberg."

his asseciates had been "draining the country fer 20 years" and he estimated that the fermer President's overseas fortune was in the billions of dollars range. Many of the assets are owned through a

him: "You say you never were officials about his Nazi past.

#### Afghan head attacks US

AFGHAN President Babrak Karmal, said at the week-end that US pressure on Pakistan was blecking a settlement of his country's guerrilla war. Renter reports from Moscow. A majerity of Afghans now sup-ported his government, he added.

Mr Karmal said Soviet troeps would leave Afghanistan im-mediately if the US and ether countries halfed their support for Moslem guerrillas there.

"If Pakistan was net under the pressure of the US and agreed to talk directly with our country, the sooner a political settlement could be feund," he

said. Pakistan has refused to nego-tiate with the Soviet-backed Kabul government. Mr Karmal, in Moscow for the 27th Soviet Communist Party congress, repeatedly attacked Washington as the main cause of the six-year-old conflict. He also blamed China and Iran.

#### **Bangladesh** to hold

elections next month PARLIAMENTARY elections are to be held in Bangiadesh in the last week of April, Lt Gen Hussain Ershad, military announced last nigh shortly after opposition partles announced a campaign of direct action to ferce the military Government out of effice, writes John Elliott. Since President Ershad seized

power in 1982 he has announced elections three times but cancelled them because opposition parties refused to take part. reports from Grenada. Blaize's \$87.47m

THE Panamanian President. Mr Eric Artnro Delvalle said yesterday that World Bank officials have approved his economic adjustment plan, aimed at pulling the country out of its worst financial crisis in more than half a century, Reuter reports from Panama City. Approval of the plan, un-

January 29, could help clear the way for rescheduling \$579m (£239m) in debt due this year while making Panama eligible for the first disbursements of \$120m in new loans from the World Bank and commercial credi-

Mr Delvalle faces stiff oppo sition to his economic poli-cies from business and labour cies from business and facour groups, however, and the World Bank and other credi-tors are expected to wait ustil the Government enacts its programme before the funds earmarked for Panama are natid out. paid out.

#### **Grenadian** Premier

abolishes income tax PRIME MINISTER Herbert Blaize, of Grenada, announ-ced that personal income tax would be sholished in a budget which he said would convert Grenada into the island of opportunities, Reuter

Mr Blaize's \$87.47m (f60.32m) budget also axed 16 other forms of taxation including hotel occupancy tax and consumption and

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## excise duties. African states urged to

boycott W. Germany, UK Mr Ide Oumarou, Niger, West Germany but mild in its secretary-general of the Oragni-attack on the US role in sation of African Unity (OAU), southern Africa, was discussed has urged African countries to at an African fereign minis-boycott British and West Ger- ters' meeting in Addis Ababa man goods in an anti-apartheld

protest, Reuter reports from Addis Ababa. He called Britain and West Germany "the protectors of the weekend death toll te five. apartheld regime, even at these Crowds stoned buses in Clare-times of universal condemna-mont township, near the Indian tion of the state of emergency in South Africa."

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The proposal, in a report attacked police vehicles, the strongly critical of Britain and report said.

yesterday. Police said two more people were killed in Seuth Africa's township unrest, hringing the mont township, near the Indian Ocean city of Durban, and

apparel.'

## **OVERSEAS NEWS**

## WORLD TRADE NEWS

## Gandhi tries to win credibility with a careful budget

#### BY JOHN ELLIOTT IN NEW DELHI

" THE BUDGET pulsates with his reforms.

- ALL IL BULLEDUND TA'

The words are signment a man at repetted and because they mark an attempt admired, he looked tired and by the Government of Mr Rajlv drawn. Gandhi to regain some of the His initiative to try to solve credubility it had begun to lose Sri Lanka's Tamil crisis, which Gandhi to regain some of the credibility it had begun to lose in recent weeks because of its insensitive handling of various policy issues iocluding big price rises which hit the poor.

rises which hit the poor. Although there is no viable challenge to Mr Gandhi or his government, his Coogress I party has done badly io some polls and receot eveots bave marked the eod of his boney-moon period as Prime Minister and bave affected bis authority.

and bave affected bis authority. Without changing the basic direction of policies, Friday's budget sought a much needed political balance. It was domi-nated by boosts for spending on agriculture and rural pro-grammes, by protection for the urban poor, and by increases in taxes on urban luxury items such as air conditioning units and colour televisions. and colour televisions. It also reined back slightly on

recent import liberalisations by clamping extra import duties on capital goods, while continuing to encourage the import of

technology and components needed to modernise industry. It also included some income tax concessions for the middle class, A year ago Mr Singh pre-

sented his budget as "gearing for take-off," with a high profile boost for manufacturing in-dustry and large companies.

of Mr Gandhi who became Prime Minister 16 months ago when his mother, Mrs Indira Gandhi, was assassinated

He launched India, which is put off by weeks if not months, resistant to rapid change, on to a new path of urgent economic, resumed exchanging widely pub-industrial and administrative licised diplomatic attacks, which reforms. He attacked corruption and administrative inefficiency, Sikh problem in the Indian and began to tackle some of Punjab South Asia's most difficult ethnic and political problems. A year later some of the region's political realities are beginning to reassert them-

"THE BUDGET puisates with the aspirations of the poor and we have committed ourselves leading current affairs maga-to their service," said Mr zine, recently wrote about "the Vishwanath Pratap Singh, India Today, the country's to govern in too much of a burry. Then, realising he bag gone wrong or unleashed un-tading glitter," and when 41-undia's Finance Minister, at the weekend, commending the budget he presented to Parlia-ment last Friday. The words are significant a man he respected and followed other unnumber reises. petroleum price rises, which followed other unpopular price increases for food and ferti-

The words are significant a man he respected and lisers, were badly designed in

has political side effects in southern India, has crumbled in increased violence on the island. Senior Indian diplomats now admit privately they think India was "set up" by Sri Lanka which they now suspect co-operated in last year's peace initiatives in order to have enough time to buy aircraft and

There were incentives for com-petition and threats of penalties needed for recent attacks for industrial failure. That uncompromising ap-proach symbolised the dynamic first year of the administration tan have also slowed down and earlier bopes that he would visit the country some time this month for a historic treatyandhi, was assassinated. signing ceremony have been He launched India, which is put off by weeks if not months.

beginning to reassert them by like-minded national and selves and Mr Gandhi is finding regional politicians of experi-it less than easy to push through ence whom be can trust and

#### delay plans for mooring facilities rely on that he tends sometimes By Our Tehran Correspondent

WORK ON a new system of WORK ON a new system of moorings to be used as alter-native trans-abipment points for ell being taken from Iran's Kharg Island oil ter-minal has been delayed be-cause of Iraqi air attacks, according to western commer-cial attaches in Tehran.

political terms because they hit both the poor who dominate Japanese officials say an at-tack on January 23 against a pumping station at Gamaveh on the mainland adjacent to India's 740m population and the middle class, so giving the country's struggling opposition Kharg in the northern Gulf has alarmed South Koreans working on the five singleparties their first popular policy platform since Mrs Gandhi's death. The rises also looked incongruous coming at a time

working on the live single-buoy moorings. The buoys, between Kharg and the mainland, were ex-pected to he completed by March, but there may now be a delay of several months. Iran started installing the buoys after a series of Iraqi ate strikes econent its Khare when oil prices were falling internationally. The government bad a case which it failed to put forward till demonstrations and marches took place. This was that the economy which is facing in-creasingly serious balance of payments problems could not continue to afford an unexair strikes against its Kharg Island facility.

There are also serious fonbis in Tehran over the continuation of a project ta extend and refurbish the Igat-2 pipeline built originally to transport gas from southern Iran to the Soviat pectedly high 33 per cent in-crease last year in the foreign exchange costs of oil imports. Nor could it afford a mounting Unlon,

Iran planned to convert the gaskine to carry oil to a terminal at Taheri, 300 km sonth of Kharg. Letters of intent have been signed with Saipem of Italy and South Korea's Daelim for the \$260m project.

Italian trade officials are reportedly pessimistic about chances for the project. Iran wanted to build an additional 150km of pipeline to allow im barrels of oil per day to be pumped from its southern fields to the Taheri terminal, bypassing Kharg Island.

**Jopling in Washington** Mr Michael Jopling, Britain's Agriculture Minister, is visit-ing Washington today and tomorrow for talks with-senior US Administration officials which are expected to focus on the mounting trans-atlantic tensions over farm trade, Andrew Gowers reports.

His visit comes at a crucial time for, both US and EEC farm policy, amid fears that the skirmishes of past years could turn into a fuil-scale subsidy battle.

## Gulf raids US import stance irks textile lobby

#### BY NANCY DUNNE IN WASHINGTON

A US proposal to renegotiate Industry spokesmen say with and that surges would be Caribbean will displace, yard bilateral textile pacts with some bitterness that the controlled. for yard; US production of A US proposal to renegotiate industry spokesmen say with and that surges would be bilateral textile pacts with some bitterness that the controlled. Hong Kong, Taiwan, South Administration will not tell Congressional leaders have Korea falls far short of what them until April what the US held off an effort to override the the US industry believes it negotiating position at the President's veto until after the meeds to survive. The Reagan Administration is reportedly proposing to freeze reports, however, the spokes-tast the US must get significant 1987 and 1988 import levels men say: "It's not much at protection for its embattled

now pave no ouotas. Mr Carlos Moore, executive vice-president of the American Textile Manufacturers' Insti-tute, said this plan would do hitle to belp the domestic industry, which last year re-ported 52 plant closings, 27 par-tial plant closings, 27 par-tial plant closings and the lase tial plant closings and the loss of 11,400 jobs. "comfortable" with the overall objectives of the US position

apparel." The institute said textile and apparel imports increased 41 per cent in December, and import growth for all 1985 exceeded 10 per cent. The industry coalition has asked the Administration to address the following issues in industry.

The texile institute is also furious about the programme announced by President Reagan in Grenada to increase access into the US market for apparel the MFA talks: Elimination of unused quotas which overhang the market; products mada in the Caribbean.

praised tha achievements of the Moss talks but many say that

radio equipment orders from Japan are being held up be-cause tha Ministry for Post and

Telecommounications bas yet

to decide on the allocation of

frequencies.

US

UK

Net

Sou

• A linkage between quota growth and conditions io importing markets; "Thera are no offsetting cut-backs in imports from the major suppliers, as permitted by the MultiFibre Arrange-

• A system of meaningful penalties for evasion, transshipment," said the texile institute. ment and overshipment. "Increased shipments from tha

#### **Tough telecom market in Japan** Surpluses

#### BY CARLA RAPOPORT IN TOKYO

JAPAN and US have clashed

over Tokyo's plans to provide aid to hard-hit exporters, Reuter reports from Toyko.

Officials said that Tekyo had failed to convince Washing-ton that the subsidies would not be used to boost Japanese

TOP US government officials announced nearly two months ago that trade talks with Japan, on telecommunications, neton telecommunications, net-work services and radio equip-ment had achieved a " remark-able success, substantially resolving all the problems raised." But does the successful conclusion of these negotia-tions, dubbed the Moss (market-riorized contraction) talkoriented, sector-selective) talks mean that Americans are now bappily signing major contracts with Japanese customers? Not exactly.

not be used to boost Japanese exports and swell the US trade deficit. The Japanese plan will make it easier to provide low-interest loans to small companies whose exports have been priced out of the market by the yen's vice. Even the Japanese admit that America is way ahead of Japan in the fields of telecom-munication equipment and net-TISE. Japan that in many cases is five or more years ahead of their Japanese competitors," says Mr Mark Foster, counsel in Japan for the US Electronics

work services. In equipment alone, for example, the Japan-ese markat is about \$5bn a year, while the US market is Industries Association. But, he added, that US companies must around 30 times bigger at \$150bn. "US companies bring tele-communications technology to the extent to which legislative

SHIPPING REPORT Dismal week in dry cargo BY ANDREW FISHER, SHIPPING CORRESPONDENT

IT WAS another dismal week vessels below the 200,000 dead IT WAS another dismal week for dry cargo owners and a quiet one for the tanker mar-ket, with demand much reduced and rates slack. Tanker enquiry in the Galf was poor. E. A. Gibson, the UK shipbroking firm, said demand for VLCCs and ULCCs (very larga and nitra large crude car-riers) had practically stag-mated. There was more interest in of business continued to fall. There was more interest in of business continued to fall.

increase By jurek Martin in Tokyo reforms were institutionalised JAPAN'S national external by Japan's bureaucrats and accounts are still showing no corporations. Americans in Japan bave

eigns that the higher yen is reducing exports. Balance of payments and trade figures for January, re-Moss talks but many say that the next stage of negotiations will be just as difficult. This stage will bring tha Americans up against traditions ago. Merchandise exports rose and cultural values which many Japanese government departments and companies still cling to. "There must be an end to the small village mentality of bureaucrats and year ago, while the trade sur-pluses confortably in excess of buses of the same month a year ago. Merchandise exports rose 16 per cent compared with January, 1985. This January, the current account surplus reached \$1.88bn (£1.26bn) up from \$800m a year ago, while the trade sur-plus stood at \$2.39bn, up from \$1.46bn.

the buy-Japanese-only attitude plus stor of corporations," says Mr \$1.46hn. Exports rose by 16 per cent

Foster. Despite the sweeping de-regulation of the radio com-ample, millions of dollars of radio equipment orders from the \$9.51bn of a year ago. Toran continued to fun a Japan continued to run a large nat long-term capital out-flow-of \$7.31bn, compared with \$6.11bn in December and \$3.22bn in January last year.

#### World Economic Indicators INDUSTRIAL PRODUCTION (1980 = 100) % chans

	jan. '86	Dec. '85	Nov. 185	Jan. 185	over previo
	116.6	116.3	115.5 Oct. '85	113.8 Dec. '84	+2.5
	Dec. '85 108.0	Nov. '85 110.5	109.2	104.0	+3.8
Germany	Nov. '85 108.4	Oct. '85 148.6	Sept. '85 104.8	Nov. '84 702.3	+6.0
nce	104.1 98.5	702.3	101.2	100.6 95.0	+3.5 +3.7
herlands	Oct. '85	Sept. '85 101.7	Aug. '85 103.8	Oct. '84 100.5	+2.1
N) Liter (Annus	122.6	121.4	122.8	120.8	+15
rce fexcept i	JK, USA, Je	pen): Euròsa	¢2.		



bodgetary deficit which in 1985-86 exceeded the forecast Rs\_\$3.16bn (£1.95bn) by Rs 11.74hn. On other fronts the Gov-ernment's economic policies have been criticised by vested

interests which are suffering from attacks on corruption and from increased foreign indus-trial competition. Mr Singh in his budget speech made it clear the anti-corruption campaign will continue, even though top industrialists, foreign as well as Indian, are

complaining that their com-panies' names are being blackened internationally. While be did not provide tax Incentives which industry wants to boost exports. he did meet some of the criticisms about import competition by varying import duties. This will specially benefit machine tools and other capital goods industries whose domestic steel costs are 150 per

cent higher than the steel used by their foreign competitors. Mr Singh showed his sense of priorities on Saturday whan he curtly told New Delhi journal-ists who were chorusing middle

class dismay at the hike in colour television taxes: "The entry into the 21st century with contemporary technology and a forward looking economy does not mean entering with colour televisions."

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See See

# A FISH ANNA 20s

number one PC-compatible supplier

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Zenith covers all personal computer needs with a range that includes a multi-user AT compatible, single-user desktops, transportables and a unique briefcase sized system. And with operating speeds up to 60% faster than before.

Every single model in the Zenith PC range is not only fully IBM-compatible. They're also compatible one with another

In fact they come from Zenith, the world's throughout the whole Zenith range; which can't be said for some PCs! And all this for several hundred pounds

> less Zenith is a 2 billion dollar electronics giant with around 10 years experience in the PC field-and back-up to match. And it's the proud winner of the world's largest-ever order for PCs.

That's why this many PCs couldn't come from any old Charlie. Neither should yours.

data systems Zenith Data Systems Ltd., St. John's Court, Easton Street, High Wycombe, Bucks HP11 UX. Tel: (0494) 448781, Teler: 43421

## You've got two weeks to put location proposals to the Board.

PANIC

Scotland, as a general location, you've already looked at. It's always one of the first that comes to mind.

But does any specific location here recommend itself clearly?

Think of Edinburgh Castle, that country's most famous landmark, and remove yourself westwards for 15 minutes.

You're in Livingston, in beautiful rolling countryside.

You're on the M8 Motorway, 30 minutes from Glasgow's Airport and 10 from Edinburgh's.

You've got a choice of fully serviced industrial estates - including a hi-technology park-and a wide variety of available factories and offices.

You've got neighbours. Over 250 of them. Burroughs, Burr-Brown, Johnson & Johnson, Ferranti, NEC-to name just a few who are expanding vigorously.

You've got specially close research links with Edinburgh University, the Wolfson Microelectronics Institute and Heriot Watt's Computer Applications Services.

You've got Development Area status.

Investment grants of up to 35%, rent-free periods of at least 2 years, plus European Community assistance.

And you've got us.

A Development Corporation that can put together a detailed personalized prospectus on Livingston for your particular company.

In hours if you push the LOGIC panic button.

Could anything be clearer or more specific than that?

To: James Pollock, Commercial Director, Livingston Development Corporation, West Lothian EH54 6QA. Tel: 0506 414177. Provethat Livingston is the most logical location for my company. We are vare not pushing the panic button. BLOCK LETTERS PLEASE.
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Position
Company
Address
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Telephone
MAKE IT IN FT 14 LIVINGSTON Europe's most logical location.

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## 7 REASONS FOR STARTING A COMPANY PENSION SCHEME NOW.

## (The more hard-headed you are, the more you'll like'em.)



## **1.**SERPS is unfair and poor value for money.

Once, the State Earnings Related Pension Scheme (better known as 'SERPS')

was a gleam in Barbara Castle's eye (remember her?). It was set up with the admirable objective of providing a decent

pension for every employee who wasn't properly looked after by a private company scheme.

In today's cold light of day, however, SERPS looks distinctly like bad news for everyone.

For not only are the pensions it promises to its members actually very poor value for money.

But the eventual cost of providing those pensions on a 'pay as you go' basis (the way Governments pay for everything) could end up making the Trident programme look like petty cash.



## 2.The Government is planning to make it worse.

Well? What would you do? To its credit, the Government has



## 5. Your workforce willenjoy substantial benefits. And so will you.

5

The management of any responsible company will take pride in ensuring that its workforce is going to enjoy full financial security in retirement. But there are also more direct business reasons for starting your own company pension scheme.

Employees who are financially secure are likely to prove both more productive and more loyal. And you'll also find that a good pension scheme can be an important factor in persuading more good people to come and work for you:



## 6. Everyday you waste means moremoney down the drain.

Even before the present Government began its review of pensions legislation, many companies had already elected to contract out of SERPS in order to provide better pension benefits for

decided to face the reality of SERPS, rather than bequeathing its unresolved problems to its successors in the 21st Century.

It is now introducing legislation to reduce the burden of SERPS on future generations.

Which, of course, means further reducing the value of future pensions many existing members can expect from SERPS.



## 3. But it is prepared to give a subsidy of 6<sup>1</sup>/<sub>4</sub>% of your wage bill if you set up your own company scheme.

Many companies don't realise that if they contract out of SERPS they qualify for a substantial saving on their National Insurance Contributions.

It amounts to a subsidy worth approximately 61/4% of payroll costs. A subsidy so substantial in fact, that it will cover most of the cost of running an excellent private pension scheme for the company.



## 4. It intends to offer another 2% subsidy soon.

And the Government's generosity doesn't end there.

So keen are they to encourage firms to take over the role of providing employees with pensions, that the new Social Security Bill provides for the subsidyon contracted outschemes to be boosted by a further 2% of payroll costs as from early 1988.

FAIR DEALS FOR RETIREMENT

their employees at little cost to themselves.

Now the government has made clear its intention to run SERPS down, it makes even more sense to contract out.

Throwing good money after bad isn't a good idea, and since all contracted out schemes started now will automatically qualify for the extra 2% incentive when it becomes available, there is every reason to act immediately.



## 7.Crown can setupaschemefor you without delayor problems.

Crown Financial Management is a leading pensions company that already looks after the interests of more than one million people in the UK, and which provides company pension schemes for many thousands of British companies.

Our "Fair Deals For Retirement" Plan has been designed specifically to meet the Government's criteria for contracting out of the State Scheme and thus qualifying in full for the Government's generous subsidies.

Our organisation takes care of everything, from producing descriptive literature in your company's name and explaining the benefits to your employees at specially arranged meetings, right through to paying their pensions when they retire.

Well-deserved pensions that they would not have been able to lookforward to, had you not had the foresight-and the hard-headed commercial sense-to redirect a large part of your National Insurance Contributions into your company's own pension scheme.

Stop throwing good money after bad. Send us the coupon. Now.

To: Department FDR, Crown Financial Management, Freepost, Woking, Surrey GU21 IBR. (No stamp required). Or telephone: 04862 5033. Please let me have full details of Fair Deals For Retirement.

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Barry Riley on the latest stock exchange changes

Towards the Big Bang

There are several reasons why

broking offshoot.

## Thatcher starts review of education policy

#### BY OUR POLITICAL EDITOR

- TARGET AND A TAR -

6

A FAR-REACHING review of the Government's education policy, possibly leading to the creation of a new Department of Education and Margaret Thatcher, the Prime Min-

tween both the public and private Keith Joseph, the Education Secresectors and Whitehall and local education authorities. A strong runner is the establish-

ment of a new Department of Edu- linked with the policy debate. cation and Training under Lord Young, the Employment Secretary. This would include the Manpower Services Commission side of the Department of Employment, which would remain as a small depart-

This ties in with discussion over the new national vocational qualification and could lead to such voca-

11

The new higher priority for edu-cation was underlined by Mrs 

Nationalisation, with Whitehall Thatcher on Saturday when she thing where we have to fashion and reduce substantially the role of loshape our policies, particularly in cal education authorities inner cities, for the next election be cause there are many many child-ing parental choice via a form of

transferable vouchers. This is supren not receiving the education they should for the amount of monported by e vocal group of Conserey that is being spent." vative MPs and is endorsed in a new Institute of Economic Affairs

The re-think has been prompted pamphlet today. Mrs Thatcher has Training, is now under way in by an acceptance by ministers that also talked of reviving direct grant Whitehall at the instigation of Mrs structural changes are needed in schools in inner cities and of enthe light of the teachers' dispute. A couraging businesses to endow further strand is the recent confir-The debate covers several sepa-rate strands affecting relations be-liament at the next election of Sir schools

> tary. He may be replaced in the autumn reshuffle and manoeuvring over his successor has become

A group of Conservative MPs favouring a free market approach has been pushing the claims of Dr Rhodes Boyson, a former head-master and junior education minister, and at present Minister of State at the Northern Ireland Office. However, the appointment of Lord

Young as head of a new department tional training being privatised or contracted-out, via directly funded on personal and policy grounds. There are three broad ap-

the previous objections to e general voucher scheme will again prevail The debate is being conducted taking over direct responsibility for spoke to Conservative councillors at teachers' pay and imposing nation-the Party's local government con-ference. Sbe said: Education is one voured by the Treasury and would both, formally, through the White-hall machinery and, informally, as a result of Mrs Thatcher encouraging ministerial and backbench sup

rters of a free market epproac by making known her own dissatisfaction with the current structure.

## **Tories step up their** attacks on Alliance

**UK NEWS** 

#### BY PETER RIDDELL, POLITICAL EDITOR

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naiority.

Mr Michael Heseltine.

Making the existing central/lo-

cal partnership work better by giv-

through the greater use of specific education grants and by tying

teachers contractually to specific dubes. This would build on the cur-

rent Education Bill which is aimed

at giving parents more say and im-

In addition, there will be the

usual annual public spending dis-

cussions this summer with greater

pressures than last year from both

education and other ministers for

It is too early to predict the out-

come, though even supporters of e free-market approach believe that

proving teacher quality.

increased resources.

ing Whitehall more influ

SENIOR ministers intensified the ed councils had larger than average Conservative Government's cam- increases in spending and local

paign against the Social Democrat/ property taxes. Liberal Alliance over the weekend In a television interview yesterjust as Mr Edward Heath the for- day, Mr Heath agreed that the Allimer Conservative leader, warned ance was a serious long-term threat that there would have to be discus- to the Conservatives. If there was sions with other Parties if the next no overall majority at the next elecgeneral election produced a hung tion, he boped that "everybody parliament without an overall would be responsible enough to recognise that the Queen'a Govern-

In the face of opinion polls showment has got to be carried on, and ing that the Alliance bas recently therefore there have got to be discussions between the Parties es to been gaining et the expense of the Conservatives, there is now e conhow it is going to be done." centrated ministerial drive to at-tack the Liberals and the Social Mr Heath was also cool when asked whether Mrs Thatcher would

Democratic Party (SDP). This conlead the Tories into the next electrasts with the previous tactic of largely ignoring the Alliance and tion. He said that was something the Party must "settle among them oncentrating on attacking Labour. selves." The election must be held Attacks on the Alliance have fea- by June 1988. Mr Heath renewed his criticisms

tured prominently in recent speeches by Mr Norman Tebbit, the of the Government over the possi-Conservative Party Chairman, and ble sale of BL's commercial vehicles Sir Geoffrey Howe, the Foreign and Land Rover subsidiaries to Secretary, as well as from two for-mer ministers, Mr Leon Brittan and General Motors of the US. He said be had known few issues on which public feeling was as strong, and ex-

For instance, Mr Kenneth Baker, pressed his preference for keeping the Environment Secretary, urged Conservative councillors at the Parthe companies in British hands and having a European partnership. ty's local government conference at the weekend to concentrate their The British people would be hor-rified if the deal with GM went ahead and he suggested that in the background there might be "some fire on the Liberals and Social

THE FIRST days of March bring king firm, and Merrill Lynch, the business to a the implementation of further major changes to the rule-book of the London Stock Exchange, allowing mighty foreign securities groups like Merrill Lynch and Nomura to become member firms for the first time, and permitting existing firms to become the 100 per cent subsidiaries of outside institutions.

This represents the penultimate cement their new relationships. stage of transition before the introduction of e totally new trading system on October 27, marking the fa-mous "Big Bang" which will involve the ending of the rigid separation of brokers and market makers (bringing in so-called "dual capacity") and the scrapping of the scales of fixed minimum commissions.

Until now, outside investors such as big banks bave not been able to own stakes larger than 29.9 per cent in stock exchange member firms. In practice, nearly all the big firms beve signed deals on deferred au incentive to delay. terms which provide for majority ownership to change when stock exchange rules permit.

In the event, only one or two firms are ceding control at the beginning of March, the earliest date. They include Phillips & Drew, which is now part of the Union Bank of Switzerland. to be deferred.

And only two foreign groups are jumping at the opportunity to move into the official London market at

by the acquiring institution. giant US investment bank, which There does not seem any great besides buying Giles & Cresswell, urgency to complete these deals, as an existing gilt-edged jobber, is set-

the new groupings have until next ting up two entirely new firms, one October to sort out their new strucan equity jobber and the other a tures and deploy the substantial amounts of new capital which are being injected by the new owners.

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most of the existing firms are wait-As for the incoming securibes ing until later in March or April to groups which are seeking direct en-To begin with, March 1, when the try to the London exchange, withnew rules took effect, happened to out buying existing firms, many fall in the middle of the current seem to be holding back for the fall in the middle of the current two-week stock exchange account. time being even though the ex-Because of the way transactions change recently announced that it are handled it would not be easy for would only be charging modest entry fees of a maximum of £50,000. a member firm to work out its pre-Besides the Japanese securibes cise value other than at an account

houses, which still face political dif-Some 70 per cent of any profits ficulties, such external candidates earned before the transfer of include the British merchant bank, ownership will, of course, belong to Robert Fleming, and a number of the partners and business has been US investment hanks such as Gold so profitable lately that they have man Sachs, Morgan Stanley and Salomon Brothers.

These firms are already active to If they decide on March, the 7th varying degrees in securibes tradand the 27th will be the available ing in London outside the official end-account dates. Moreover. some stock market, and it will be difficult firms are inclined to leave the transfer of ownership until after for them to set up new single capacthe end of the tax year on April 5, ity member firms because these which would permit tax payments would conflict with their existing which would permit tax payments dual capacity operations. They may prefer to wait until October 27 .

Another factor is that many member firms have their regular fi-In any case, several of these nancial year-ends in April or May, firms are mainly interested in stock. exchange membership in order to and it may be felt convenient to

In the past week there has been



editing system. Problems of electri-The first copies of the newspaper, cal interference also had to be over which has had a profound effect on come. Fleet Street before even appearing The final preparations over the weekend coincided with a television on the streets, are due off the presses after 7 tonight.

A print run of up to 1.8m copies is the arrival of the UK's first national

A print run of up to 1.8m courses to planned and deadlines have had to be brought forward to cope with the be brought forward to cope with the the commercial: "Are you ready for the commercial: "Are you ready for the commercial: "Are you ready for Mr Brian MacArthur, the Today colour?" and then don dark glasses.

Call to make auditors legally expose fraud



Bowaters operate one of Europe's largest papermaking sites in Kent, with a capacity approaching 500,000 tonnes each year. In the process, the Company consumes around 280,000 tonnes of coal per annum.

The mills produce a portfolio of papers, ranging from quality gloss coated grades through computer and business needs, to towelling and packaging.

Whilst mainly serving the UK market there are significant exports and the Company faces competition in both areas. In addition to the essential marketing tools, good cost control is vital.

Coal is burnt in water tube boilers. producing steam for electricity generation and papermaking heat, particularly drying rollers. The steam satisfies all of the mills heat requirements and about 50% of the power needs.

For the papermaker, energy costs are of prime concern. Bowaters have found, like many other companies, that coal is the most economic source of energy.

#### The cheapest source of energy

323532

British coal costs less than other fuels. And the NCB intends to make sure coal prices remain competitive.

#### World-beating technology

British coal leads the world in combustion technology, and methods of coal and ash handling. To maintain coal supplies there is a nationwide network of distributors who are strategically situated to give advice and provide an efficient service to industry.

#### Real help with conversion costs

The government's confidence in the coal industry is demonstrated by the extension of the coal firing grant scheme until at least June 1987. The current limit of £75 million on total grants has been lifted. This scheme, with the backing of European loans, creates a really attractive financial package. A final word from Malcolm Edwards. Commercial Director of NCB: "We intend to keep British coal competitive and by reducing our costs retain attractive differentials. This is good news for all our customers. Let us talk we can do business together."

ment, National Coal Board, ( Survey Research Max Hobert House, Grosvenor Place, London SWIX 7AE. ZMONERH



A LEGAL obligation should be im-posed to seek out and detect fraud, a large majority of company direcstrongly in favour of a legal obliga-tion being imposed on auditors to tors and senior executives believe, according to e survey published today.

But most directors and managers do not want auditors to report any frauds they detect to the police or other public regulatory authoribes, although the Government has proposed to make such demands on the auditors of banks and other financial institutions.

The survey was carried out in late January by interviewing and corresponding with a pool of 140 respondents from a broad spread of UK industries, of whom 85 per cent had executive authority over audits and financial statements.

If no additional fees were re-quired, 74 per cent of the respon-dents thought that auditors should be under a legal obligation to detect fraud. If they had to pay extra fees, the majority in favour fell to 57 per

seek to detect irregularities, rather than fraud, as part of their audit du-None of the respondents favoured auditors having the duty to report any freud they detect exclusively to the police or a regulatory anthority. A total of 68 per cent thought the auditor should be required to in-

The respondents were les

form only the client. The remaining 32 per cent thought the auditor should report to both the client and the third party together.

Any legal requirement on the an ditor to report exclusively to the third party would amount to "con-siderable" or "gross" interference by the state in business activities, 52 per cent of the respondents be-lieved. This proportion feil to 41 per cent if the requirement was that the euditor should report to both third party and client



Notice to the Bondholders of

THE FUJI BANK, LIMITED (Kabushiki Kaisha Fuji Ginko)

#### U.S.\$100,000,000

2<sup>3</sup>/<sub>4</sub> per cent. Convertible Bonds 2000

Pursuant to Clause 6(B) of the Trust Deed for the Bonds, notice is hereby given as follows:

At the meeting of the Board of Directors of the Bank held on 25th February, 1986, resolution was adopted on the issue of new shares by free distribution as set out helow:

(1) The free distribution will be made to the sharehulders of record as of 31st March, 1986 Tokyo Time (the record date) at the rate of three (3) new shares of each one hundred (100) shares; provided that any fractional new shares resulting from the allotment will be sold by the Bank and the proceeds thereof will be distributed tn the shareholders according tn their fractional shares.

(2) The free distribution will become effective on 20th May, 1986.

Pursuant to Clause 6(H) of the Trust Deed for the Bonds, conversion price of the Bond will be adjusted, effective as from 1st April, 1986 Tokyo Time, as follows: Conversion Price before adjustment: ¥1.672.00 Conversion Price after adjustment: ¥1,623.30

> The Fuji Bank, Limited 5-5, Otemachi 1-chome Chiyoda-ku, Tokyn, Japar

3rd March, 1986

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## **UK NEWS**

## Minister rules out Selfafield closure

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#### Financial Times Reporter

MR KENNETH BAKER, the Environment Secretary, said yesterday the Sellafield nuclear processing plant in Combria would not be closed in spite of four radiation leaks there this year, most recently on Saturday. He conceded, however, that the

nuclear industry had not explained itself well enough, and said he was interested in the idea of an outside by to oversee the industry.

Mr Baker said on television; "I really do not believe it is necessary to close Sellafield." He said there to close semaneso, "he say there had been incidents at the plant, several of which were "quite mi-nor." But he denied there had been secrecy at Sellafield: "I think they

are very open." Mr Baker said: "The reprocessing has to go on. You simply just could not close if. Safety baids the plant and outside is the prime consider ation.

... This is the most regulated industry in the country and very minor incidents have to be reported. I am not saying they should not be reported, but they should not be erag-gerated."

Schools deadlocked by conflict He added that public fears of radiation were "like fears of witch-craft in the Middle Ages" - but the nuclear industry itself had not explained itself openly enough. Mr Jack Cunningham, Labour's

Shadow Environment Secretary, whose constituency includes Sella-field, said the application of the Of-ficial Secrets Act had "bedevilled" the nuclear industry, and its use

had to be dropped. Britain needed a civil nuclear power programme, and Sellafield was an indispensable part of it. But ternay the and the plant should be managed more Ves Lere 13b effectively than in the past. 14 212 2 172 E • Five employees of British Nu-clear Fuels (BNFL) were contami-Franciens zieg nated with plutonium in the Satur-

day incident at Sellafield, writes David Fishlock in London. They were anong a dozen em-ployees who were in the self-contained plant at the time. All went

5 .

home for the weekend BNFL said yesterday there were POLINIA A: no signs that radioactivity had es-Are you start caped from the sealed concrete unit . S. DOL CAT (28 and contaminated the production

plant.

**Britain to play role in** Star Wars space test

#### BY PETER MARSH

portant US Air Force space experi-ment related to the Strategic De-Some data from Teal Ruby may covery before delays to the shuttle fence Initiative (SDI) to try out be sent directly to a Defence Minis- programme following last month's equipment for a surveillance satel- try satellite station at Oakhanger, explosion which destroyed Challite for spotting missiles. near Farrborough.

Under the \$500m experiment, labelled Teal Ruby, Royal Navy ves-sels and aircraft from the Royal Air Force will act as "targets" for the satellite, to be launched either from a US space shuttle or an expendparticipate in SDI research. able rocket.

Establishment at Farnborough, southern England, will belp US military scientists evaluate information from the project. They will ex-amine the degree to which emission of heat from ships and aircraft can the SDI programme. be spotted by Teal Ruby's infrared

The Pentagon's SDI Organisation, which runs the \$26bn Star Wars research programme, is inter-iested in the results because this Teal Ruby, a 1-tonne satellite Surrey which bas a contract from type of infrared radiation is similar which will fly over the north and the Defence Ministry to evaluate to that emitted by the warm casings south poles some 750 km above Teal Ruby data.

BRITAIN will take part in an im- of missiles after their motors have Earth, was scheduled to enter orbit lenger soon after take-off.

News of Britain's involvement in The Air Force may turn to an ex-Teal Ruby - sponsored jointly by pendable rocket, such as an Atlas, the US Air Force and the Penta- to launch Teal Ruby if the shuttle gon's Defence Advanced Research delays prove lengthy.

Projects Agency - comes as the US The original aim of Teal Ruby and UK continue to explore ways to was to try techniques for future generations of early-warning satel-Britain is the first US ally formal- lites which would spot air attacks. Engineers at the Royal Aircraft ly to declare it wants to take part in After the launch of the SDI prothe project, aimed at defining tech-niques to defend the West against the mission was extended to cover enemy missiles. Methods to locate ways of spotting missiles. Teal Rumissiles as they cruise through by is listed in Pentagon documents space after firing are a key part of as an ancillary programme to Star Wars.

Britain and the US are discussing Canada and Australia will also specific collaborative programmes help in the Teal Ruby exercise, likely to be worth aboot £5m to UK. Some work done in the UK will be companies and Defence Ministry given to private companies, includ-

David Brindle on the latest in the teachers' pay dispute

"resume voluntary activities."

promise any further.

fore the dispute began."

little to solve the problem.

WHAT is holding up settlement of means teachers doing all they were cepting, for example, that the em the teachers' pay dispute in En-gland and Wales? doing in January 1985 before the dispute. According to the unions it dispute. According to the unions it

As the unions and employers today try again to fix a deal after the tual duties and not voluntary faihure of about 18 hours of talks activities. last Thursday and Friday, it is tempting to attribute the deadlock to spoiling tactics by the National Union of Teachers (NUT), the larg-

est teachers' union. Tempting, but mistaken, while at-tention has been focused on the NUT's threat of High Court action to stop the five other unions settling, the more immediate problem lies elsewhere.

To make progress today the employers and the five smaller unions will have to move a considerable way from their entrenched and conflicted views on what would constitute "normal" working by teachers after the dispute ends.

The proposed deal agreed in principle by the five unions through Acas, the conciliation service, five weeks ago stipulates "a return to full normal duties." According to the employers, this

ployers would not agree to with-draw warning letters on the volunmeans teachers doing only contractary activities issue sent to teachers by about 70 education authorities) the unions say they are backed up The employers, knowing that the to a wall which will collapse if th smaller unions stand to lose face if

employers push any further. Meanwhile, the NUT bas warned the 6.9 per cent deal breaks down as the NUT wisbes, are intent on of a full-blooded legal challenge to pressing the advantage and insistthe deal being considered. The ing unions tell their members to union argues that the pay commit tee can deal only with salary issues The unions, knowing many of and is therefore not competent to their members will not return to the consider a settlement linking pay pre-dispute ways and aware that and service conditions in what it the question of voluntary activities will be at the heart of forthcoming sees as a trade-off.

There is speculation that the negotiations on a new teacher con-NUT will not go through with its tract, say they cannot afford to comthreat of seeking a High Court declaration on the matter but will fall A joint statement reached at back to fight the deal in the service Acas in the early hours of Friday conditions committee.

morning said the position of each union "reverts to that in force be-However, the smaller unions say the employers agreed at Acas las Friday that they would regard the In the cold light of day, however, deal as ratified once it has been through the pay committee regardthis was seen by boths sides to do less of the service conditions com Having already given ground (acmittee. . .



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# BIG:CONNECTIONS.

# AND SMALL ONES.



The world today requires air travel on a scale far grander than any known in the past.

Iberia the International Airlines of Spain, has risen to that challenge. We link 21 European cities, 15 Middle Eastern and African cities, and 27 cities throughout North and South America. Our international capabilities in fact earned fberia stature as the third largest airline in all of Europe. We also operate the biggest network of domestic airports in western Europe. Come fly the world on Iberia. Our

connections are very convenient and our credentials impeccable.

Our experience as a major airline has taught us that passengers want to be treated as people first. Whether it's serving an extra cup of hot coffee to a weary businessman or treating a first time flyer to an unexpected gift. We try never to forget that a heartfelt smile, a simple courtesy, can turn the most ordinary flight into an enjoyable journey. Call your travel agent today and suggest Iberia. We just may be the airline you've been waiting for.



THE BEST CONNECTIONS IN THE WORLD MEAN NOTHING IF AN AIRLINE FORGETS THE HUMAN ONE.

#### **UK NEWS** Cut in advance defence This announcement appears as a matter of record only. payouts 'an incentive' HunterDouglas BY BRIDGET BLOOM, DEFENCE CORRESPONDENT THE GOVERNMENT'S decision to fence business, currently amoun- last week to implement the new pol cut advance payments on defence ting to more than tibn a year. icy gradually and flexibly. It is understood that the NDIC, Mr Younger said the ministry incontracts is specifically not aimed which includes Defence, and Trade at small husinesses, according to Mr Peter Levene, chief of defence tended to withhold "a significant and Industry ministers and senior part of the payments until\_such industrialists, had what one participrocurement at the Ministry of time as the goods are produced, Hunter Douglas N.V. Defence. prove to meet our requirements, and are suitable for use by the

Rotterdam, The Netherlands

Dfls 50,000,000 7% Bearer Notes 1986 due 1991

Algemene Bank Nederland N.V.

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Credit Suisse First Boston Limited Swiss Bank Corporation International Limited

February, 1986.

The prime purpose of the new measures, which were announced in outline by Mr George Younger, armed services." the Defence Secretary, was to give industry the incentive to perform both to time and to cost on longer term and, in general, large defence contracts, Mr Levene said. Younger said. The measures announced late with the Financial Times that the

last month by Mr Younger would reduce so-called interim or progress payments on a wide range of de-

## 'confident' on flotation date

delayed sale to the private sector for former Laker employees, and would take place this summer in the other by Ambassador Interna-spite of legal actions still pending in tional Travel, a Los Angeles travel the wake of the Laker Airways col-lapse in 1982. Mr David Burnside, British Air-A settlement with the Laker liqui- ways head of public affairs, said

dator was reached last year, but associated class actions by passengers alleging loss of cheep transat-lantic fares as a result of the collapse are still pending. on March 17. Two other suits have also

yesterday that the only major legal obstacle to the flotation was the acobstacle to the horard and a settle standing litigation, but they present and that the company expected a settle no major financial contingency and do not present an obstacle to the

pant called a lively meeting, with considerable industry criticism of the new measures.

The process by which up to 100 Negotiations on the new meaper cent payments were made be-fore delivery would stop, as would sures would take place on a caseby-case basis, Mr Levene said. all interim profits payments, Mr

If US experience, on which Mr Levena has drawn, is a guide, amounts could vary between 50 per Mr Levene said in an interview cent and 90 per cent of agreed contract prices, with an average for large contracts of about 65 per cent.

**Output** of engineering industries rises 6.5%

**Financial Times Reporter** 

**OUTPUT OF Britain's combined** engineering industries rose 6.5 per cent last year. There was a strong recovery in mechanical engineering, which grew 6 per cent, its best improvement since 1974.

The Department of Trade and Industry said 21 of the 25 mechanical engineering industries reported higher output. Bot boil-ers and process plant fabrica-tions - with the heaviest statisti-cal weighting in this sector -showed only a 3 per cent rise. The sharnest increases cure

The sharpest increases came in metal-working machine tools up 29 per cent on the year, and mechanical power transmission equipment, which increased 19 per cent. The figures are seasonally adjusted.

Electrical and instrument engineering showed a 7 per cent rise, with electronic data processing equipment again leading the way in this sector with a 27 per cent increase.

The department said 14 of the 20 industries in this category showed increases. But the most heavily weighted industry, basic electrical equipment, fell 9 per

## **UK** multinationals a 'pensions shield'

#### BY CLIVE WOLMAN

PENSION FUNDS should be able to nullify any adverse effects of the Labour Party's plans to cut back lege, Cork, has published a statisti-Investment Analyst The Labour-Party has proposed,

removing the tax privileges of those pension funds, and possibly also un-it trusts and investment trusts, which invest more than 5 per cent of their assets overseas.

value of their investments might be tory spread of risk. There are few tied too closely to the fluctuations of additional benefits to building up a the UK stock market and economy. portfolio of more than about 20 In the quarterly journal of the So-stocks.

their overseas assets by investing ; cal analysis of whether overseas inin UK multinationals, according to vestment by a UK company in an article in the latest issue of The which pension funds can hold shares is an effective substitute for portfolio investment by pension funds in overseas companies

The study concludes that information about a company's overseas activities should be an important consideration when considering the

The primary objection of invest-ment managers is that the proposed • Another article in the journal change would not allow them to suggests that investors do not need clients. This would mean that the UK companies to achieve a satisfac-



Government had agreed after con-sultations with the National De-fence Industries Council (NDIC) BRITISH AIRWAYS yesterday con- filed, one by Mr Bob Beckman, Lakfidently predicted that its much- er's lawyer, seeking compensation

"The other two suits are minus cule by comparison. They will be fought through the courts and re-ferred to in the prospectus as out-standing litigation, but they present

#### "Once the class actions are out of the way the Government will be in a position to fix a date for the flotation and we are confident that it will be in June or July," Mr Burnside said.

## We have many ways to tempt you out of the sun.

We warn you: thousands of shops lie in wait. In their windows, artfully displayed, are tantalizing hints of the pleasures lurking inside.

Softly burnished leather glows, wordlessly begging to be caressed and smelled. How can you stand outside? Down the street are porcelains, lovely to look at but waiting to be handled for their poise, held up against the light in appreciation of their pale translucence.

How can you stand outside? Elsewhere, a single piece of lace, as large as a cloak but as delicately intricate as a spider-web, fills a shop window. How many different laces wait inside?

It is impossible to stand outside. But the beach is waiting, and the golf course, and the tennis courts, and sailboats bob in the harbor. How can you possibly go in, out of the sun?

Spain. Everything under the sun.

#### FINANCIAL TIMES REPORTER

THE licence fee should remain central to Britain's broadcasting system, Mr Stuart Young, chairman of the BBC, said yesterday. He warned that the introduction of advertising on the BBC would affect the independence of the ITV companies as well as itself.

Mr Young told Cambridge Unirersity Conservative Association that, because the BBC did not depend on commercials, the indepenlent companies were able to mainhain their own freedom from the sectional interest of advertisers.

if both balves of the national broad casting structure were commercial. and if an advertiser or a sponso were able to say to both of them: 'Unless you make changes to your schedules and trim your programmes to my liking, the advertising on which you depend could be placed with your competitors," said

Mr Young. If licences were phased out, said Mr Young, British broadcasting would become "ruthlessly commer cial" with the consequent loss of That might well not be the case programme range and quality.

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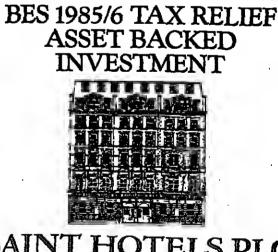
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#### SAINT HOT ELS PLC

Offer for subscription of up to 5,000,000 Ordinary Shares of £1 each at par.

Possibly the last BES opportunity to invest in a freehold London hotel with a prime location in South Kensington.

 Capital gain in excess of £500,000 inherent in initial development.

 Highly experienced Board. Managing Director personally investing £260,000 at par.

 60% hotel occupancy from one US Tour Operator who is investing at par,

 Minimum subscription of £1.5 million underwritten. Investors receive a 61% growth in value of their

shares before management shares benefit. Company intends to build up a group of hotels

with a view to USM flotation.

Immediate commencement of trade BES Certificates available August 1986

#### NAME AND ADDRESS OF





The people who believe that any tax shelter is better than none will go to the ends of the earth to find one-only to discover that they're out in the cold because tax treaties have been revised or write-offs disallowed. Before you set out on a perilous journey, have a word with some of the best-qualified tax professionals under the midnight sun. Thanks to KMG's local and world-wide tax planning expertise, many would-be tax travellers have discovered that they're better off staying at home.

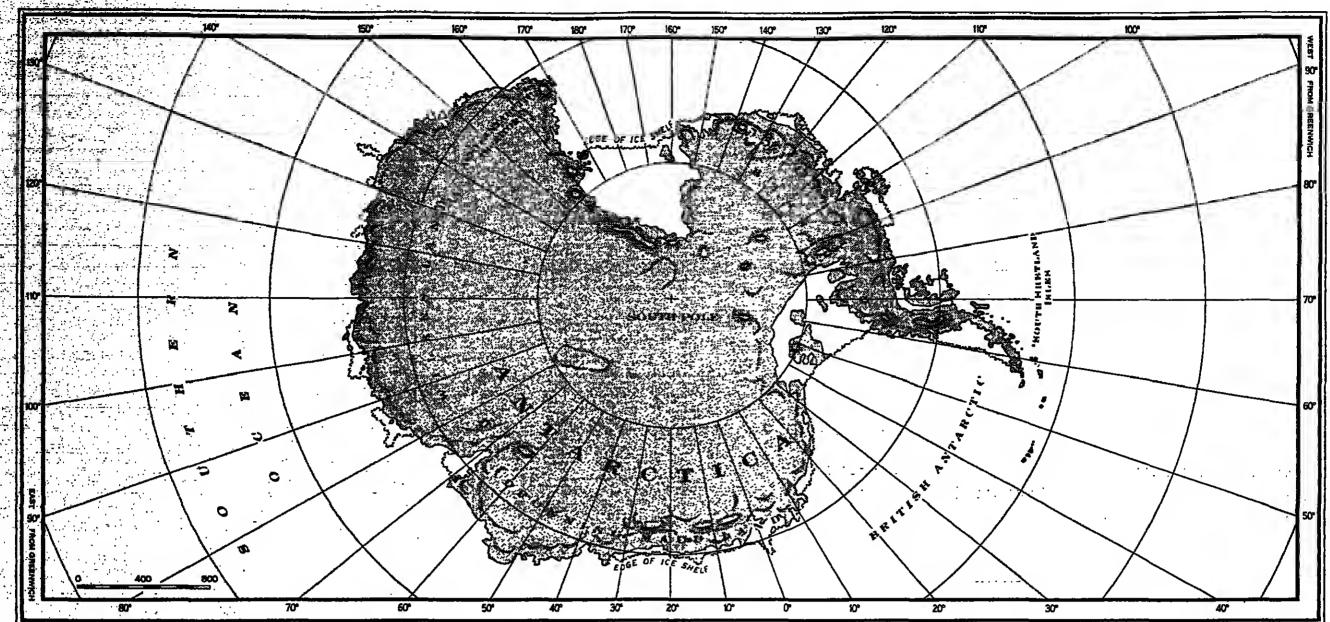
Financial Times Monday March 3 1986

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Before you can call yourself an expert on international tax planning, it helps if you have bi-focal vision.

Naturally, it's essential to make a detailed study of the local tax laws in each country involved.

But at the same time you must never lose sight of the global implications.

Few accountants have the structure or the communications to help their clients integrate the two: the demands of a local tax authority and the commercial realities of a specific international tax situation.

A network of 25,000 professionals in 71 countries is a good start.

But sheer numbers and geographic coverage alone aren't enough.

KMG is structured so that each member can work in the way that suits its own clients best. (Rather than dancing to a tune composed several thousands of miles away.)

Thus, the one Engagement Partner you deal with can provide both the global expertise and control of a large international organisation, and the local knowledge you expect from a strong local accountant.

This service would be valuable even if tax laws stood still from one week to the next-which they don't.

It's easy to see what an enormous problem this can become for the manager who gets tax ideas from the grapevine or the golf course.

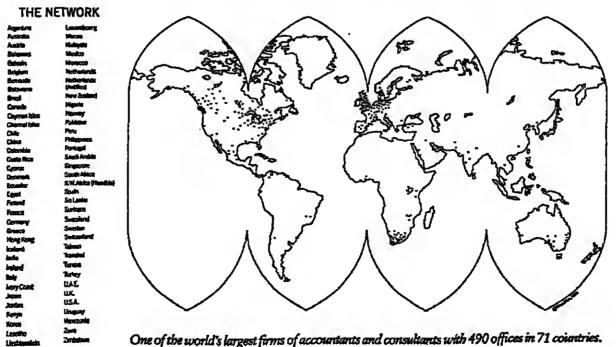
For example, one of our clients (an international service company based in Europe) acquired an American company operating in the same sphere.

On the basis of their experience of the local regulations, the acquired

If they had gone ahead with the original proposals, the tax advantages in the U.S. would have been wiped out by a large reduction in foreign tax credits at home.

Contrary to popular belief, tax havens are not a universal panacea.

Sometimes a particular tax policy



firm's accountants recommended a restructuring plan to help the holding company get the best tax benefits from their deal.

When the new management team asked KMG to review this plan, we found it overlooked a vital protocol recently added to the tax treaty between the two countries involved.

appears, at first glance, to provide an attractive opportunity.

But only local experts with regular contacts at government level can read between the lines and assess whether the risks outweigh the benefits.

Above all, international tax planning is never an end in itself, but one of many options to be considered when

creating an overall financial strategy.

Taxation treaties between such unlikely partners as Norway and Cyprus, and Holland and Australia, have helped reduce several KMG clients' tax bills considerably.

By no means all of these clients are huge corporations.

Any company or individual who does business abroad can benefit.

KMG's client list includes, at one end of the scale, some of the largest multinationals: household names such as Mercedes-Benz, Pfizer, Philips, Pirelli and ICL

We also serve smaller businesses, with turnovers of perhaps \$1/2 million or even less, and individuals with overseas interests.

Will you be advised to open a sales office in the Antarctic? As things stand today, no.

Yet Antarctica is hot property; and when its huge reserves of mineral wealth have been properly surveyed, who knows what may follow?

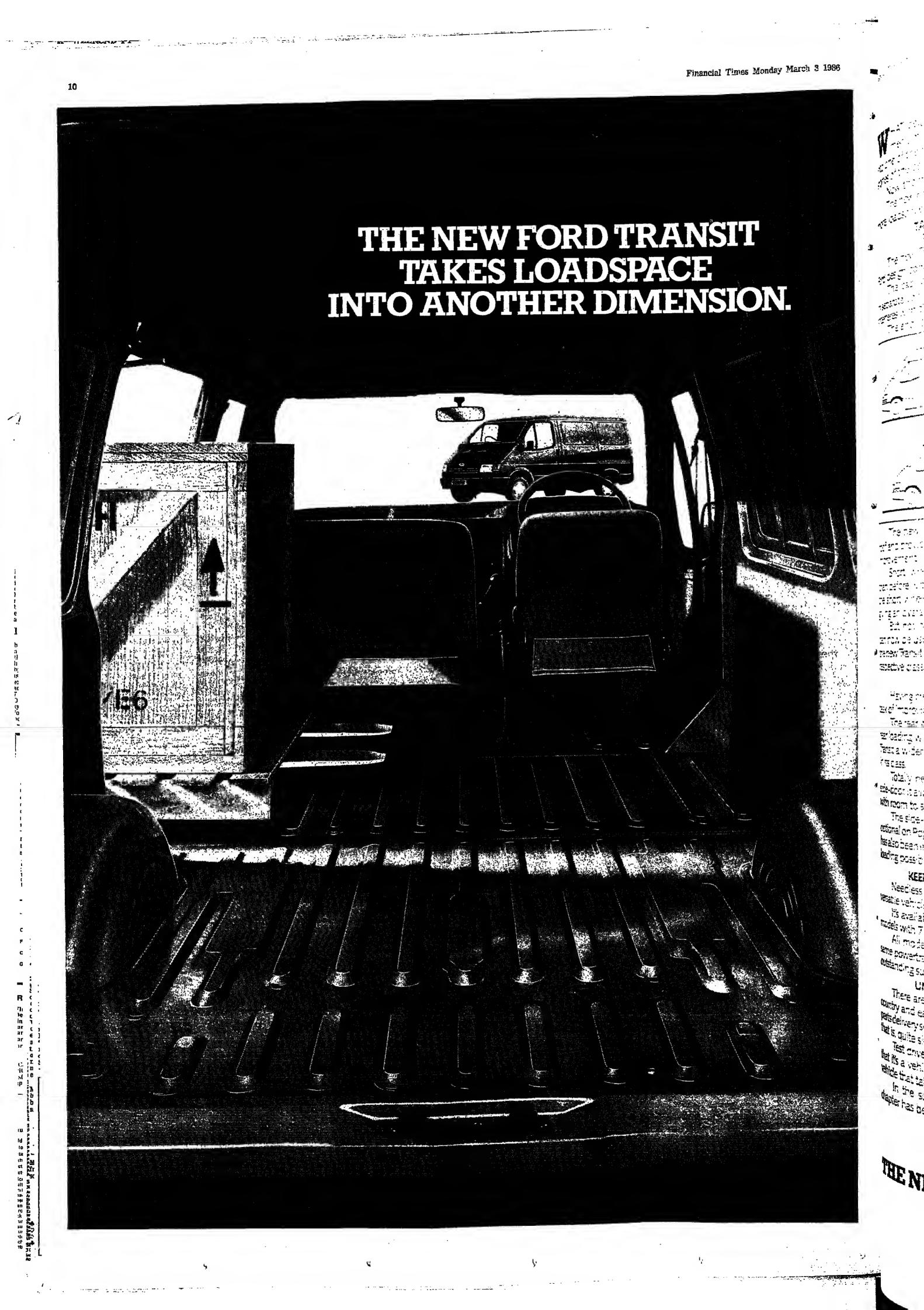
KMG clients will be among the first to know - and to benefit.

For further information about our worldwide network, contact the KMG

International Executive Office in Amsterdam on 31 (20) 42 42 45.



INTERNATIONAL ACCOUNTANTS AND CONSULTANTS.



HAT began 20 years ago as Ford's entry into the medium commercial vehicle arena, has evolved into one of the most outstanding motoring success stones of the century.

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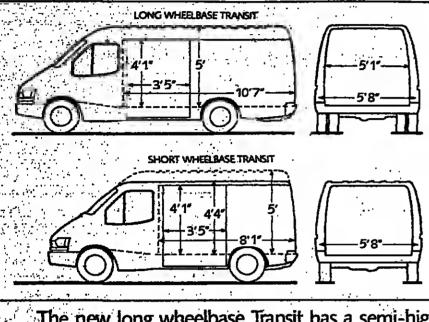
Now, the next chapter has begun. The new Ford Transit not only gives you significantly more loadspace, it also gives you far better load access.

#### TAKING LOADSPACE INTO **ANOTHER DIMENSION**

The new Transit once again features the classic Ford design concept.

The cab, engine and loadspace are each located in separate compartments, so that no one element interferes with the others.

The end result is a vehicle with a cavemous interior.



The new long wheelbase Transit has a semi-high roof and provides 297 cu. ft. of loadspace - a 13.5% improvement.

Short wheelbase models offer 11% more room than before with 202 cu. ft. And a major new feature on the short wheelbase is the option of a semi-high roof giving an overall loadspace improvement of 22%.

But not only is there more loadspace, more of it can now be used thanks to the squared-off interior of the new Transit Payloads are easily among the best in their respective classes too.

#### EASIER TO LOAD.

Having created more loadspace, Ford set about the task of improving access. The rear doors were extended by up to 9" and the rear loading width increased by up to 51/2" It's given the Transit a wider opening at the back than any other van in its class. Totally new to the Transit is the low-effort, sliding side-door. It allows you to easily load a metre-wide pallet with room to spare. The side-door is standard on all L trim models and optional on Popular and Standard models. A built-in step has also been included in the new design, making walk-in loading possible.

## **Economists** urge cut in interest rates

#### By Our Economics Staff

UK DOMESTIC monetary policy is too tight and interest rates should be eased to avoid strangling the economy's recovery, Liverpool University's economic research group says in its latest quarterly hulletin. Falling oil prices have provided a tremendous boost to the world economy, the group says, and should reduce infletion in OECD countries by 2 per cent a year in the next few years. Helped hy falling US budget deficits, lower inflation would lead to a reduction of up to 3 per cent in world interest rates, dramatically easing the world debt problem.

For the UK, falling nil prices would also help infletion, and ster-ling would remain firm after adjusting downwards once and for all. The downward pressure on infla-tion would make it even harder for the authorities to resist the pressure for interest rates to fall.

The group forecasts a fall in inflation from 4.9 per cent in 1985 to 3.2 per cent this year. This would drop to 2.4 per cent in 1987 and to 2 per cent for the remainder of the decade.

UK growth is forecast to pick up in response to the upturn in world trade, with private domestic and external demand remaining strong The bulletin predicts growth of 3.6 per cent this year, rising to 3.9 per cent in 1988 before tailing off again to 3.2 per cent in 1990.

However, the group is much less optimistic about unemployment than previously. It forecasts that memployment will flatten and start to decline in the next year, but warns that if real rates of interest are to be kept at the prevailing level, the recovery will be halted. Liverpool Quarterly Economic Bulletin, 275 a year, Department of Economic and Business Studies, University of Liverpool, PO Bar 147, Liverpool L69 3BX.

## **UK NEWS**

#### Robin Pauley looks at how Britain has fallen behind in sexual equality

## New victory for women's status

tired districtant, is the latest in a long indirectly by reference in particular line of women who have caused the to marital or family status. European Court of Justice to pronounce that Britain's equality laws leave men and women far from

Miss Marshall is now 68 and has occupied her first six years of retirement fighting against her forced retirement at an earlier age than if she hed been a man doing the same joh in Britain's National Health Service. Under the rules of ber local

health authority, Miss Marshall should have retired at 60, but her objections persuaded the authority to let her stay until she was 62 when they insisted that she left.

This is a far cry from the early 1970s when Britain looked as if it was at the forefront of changes to society to give women equal status to men, particularly in the work-place. The key pieces nf legislation were the Equal Pay Act 1970, imple-mented in 1975, and the Sex Discrimination Act 1975.

But the EEC Commission bas taken e much more genuinely equal view of women's status through a series of directives, and Britain has been one of the states most prone to drag its feet on meeting the require-

ments of the directives. A series of defeats for the British Government in the European Court has torn both acts asunder and left Britain with a poor image nn equality. Article 119 of the Treaty of Rome

says men and women should receive equal pay for equal work, pay being the ordinary basic or minimum wage or salary and any other consideration in cash or kind which the worker receives from the emplover. The Council of Ministers has also adopted three directives on sex equality at work.

The 1975 equal pay directive sets the principle of equal pay for equal work. The 1976 equal treatment directive aims to overcome sex discrimination at the point of entry into the lebour market, in vocational training and in promotion and

working conditions. It also forbids discrimination on

MISS HELEN MARSHALL, a re- the grounds of sex either directly of which a cook at the shipbuilder to marital or family status. It is this 1976 directive which was breached by Miss Marshall's enforced retirement at an age below that which would bave been applied

for a man. The 1979 social security directive forbids discrimination over contributions or entitlements to social sedundant in all but name, and wom curity and benefit schemes. en will have scored a victory with Between them Britain's Equal enormous cost implications for pri-

Opportunities Commission (EOC) vate and public-sector employers. and the European Court have high-The British Government was de feated again in the European Court in 1983 when the EEC Commission lighted the UK's failures to treat wnmen equally althnugh many other EEC states have also been found successfully complained that Brit-

The Treaty of Rome lays down that men and women should receive equal pay for equal work and Council of Ministers has also adopted three direc-tives from the Commission on sex equality at work. Although not the only offender, Britain has been one of the states most prone to drag its feet on meeting these requirements.

Britain was also at fault for ex-

The Sex Discrimination Bill cur-

dragging their feet in one way or ain's 1975 Sex Discrimination Act another. did not take account of sex discrimi-

Four - Luxembourg, Belgium, nation arising from collective West Germany and Italy - also breach the directive in respect of agreements, between trade unions and management, reguletions govdiffering public-sector retirement erning the internal affairs of comages. Spain and Greece do too, but panies, independent occupetions as new members of the EEC they and professions. are still within their transition periods of adopting all the rules and cluding the principle of sex equality regulation from private homes or businesses

where no more than five people The EEC first took Britain to the were employed. European Court over the Equal Pay Act because it required equal pay only where a women did "like work rently before the House of Lords is with a man or where her work had attempting to rectify some of these failures, but it does not cover the rebeen rated as equivalent to bis untirement age discrimination on which Miss Marshall scored a landder a job evaluation scheme," but did not insist nn equal pay for work mark victory in the European Court of equal value.

The Court ruled against Britain last week. The Government is now in 1982 and as a result Britain bad urgently considering introduction to amend the act so that from Januamendments to the bill to cover this judgment as well although the im-plications are substantial. ary 1 1964 women have been entitled to claim equal pay for work of Although the judgment refers to equal value.

the public sector, any amendments But government earnings figures to sex discrimination legislation show women still adrift of men's pay levels in e range of occupations, would cover the private sector as including those where the difficult well The judgment does not cover the concept of "equal value" is easy to

RETIREMENT AGES IN EEC STATES ing and work were of equal value to that of other craftsmen in the comnany. This case was won in princi-

nany. This case was won in princi-	Country	Men	Wome
ple although faulted on a technicali-	UK	65	60
ty on which a final verdict is	Netherlands	65	65
ewaited	Luxembourg	65	60
	Italy	60	55
But if the cook wins on this as	ireland	65 .	65
well, the Equal Pay Act will be re-	Greece	60	55
dundant in all but name, and wom-	West Germany		
en will have scored a victory with	France	60	60
enormous cost implications for pri-	Denmark	67	67
vate and public-sector employers.	Belgium	65	60
The British Government was de-	Spain	65	64
feated again in the European Court in 1983 when the EEC Commission	Portugal	60	.60
A TARA WORD THE PERT COMMISSION			

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Source: EEC Commissio

tirement age were reduced, the cost would be larga unless he were left for some years up to 65 with no state pension. To equalise retirement ages at no cost would mean men and women retiring at just over 64.

Britain has appeared before the European Court on issues involving discriminatinn against women more times than any other EEC country. In one case a woman manager fnr a pharmaceutical company successfully argued that she was entitled to compare ber pay with the man previously doing her inb even though he left four months before she took up the job.

In another case, two women em-ployed by Lloyds Bank successfully argued that the bank's occupational pension scheme discriminated in fevour of male workers.

Last year the EEC initiated a new action programme on the promotion of equal opportunities for wom-en, noting that "despite past efforts at community and national level inequalities in employment still persist in practice and may well be exacerbated in the present crisis conditions."

In the EEC states excluding Spain and Portugal, the proportion nf women in civilian employment is now around 36 per cent, ranging from 31 per cent in Ireland to 46 per cent in Denmark. This represents assess. age at which the state pension be-The EOC backed a test case in comes payable, but if the man's re-ilian workforce of about 105m,



#### **KEEPING YOUR OPTIONS OPEN.**

Needless to say the new Transit is an extremely versatile vehicle.

It's available in van, chassis cab, bus and crewbus models with 7 payload options and 3 wheelbases.

All models have rear wheel drive and retain the same powertrain that has already proved itself such an outstanding success.

#### **UNBEATABLE FORD BACK-UP**

There are over a thousand Ford dealers across the country and each one is backed by Ford's computerised parts delivery service. They're all part of a back-up network that is, quite simply, second-to-none.

Test drive the new Transit and you'll soon discover that it's a vehicle that pushes all the limits further. It's a vehicle that takes loadspace into another dimension.

In the success story that's Ford Transit the next chapter has begun.



## THE NEW FORD TRANSIT.

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<ul> <li>An Offshore Account based in Jersey paying Interest Gross.</li> <li>AND ALSO</li> <li>Available to applicants world-wide</li> <li>No need to have another account with us</li> <li>INTEREST PAID GROSS</li> <li>INTEREST PAID GROSS</li> <li>INTEREST PAID GROSS</li> <li>Deposits made with offices of Bank of Scotland in Jerses</li> </ul>	Cheques may be payable to third parties and all transactions should normally be in sterling. Statemen are issued quarterly (more frequently if you wish). First 9 cheques per quarter are free of charge. Up to date rate of interest available by telephoning Bank of Scotland, Jersey 0534-39322 Simply complete the coupon below and enclose your cheque. An acknowledgement of your deposit will be sent by return and your cheque book will follow a few days lat Bank of Scotland was constituted in Edinburgh by Act of Scots' Parliament in 1695. Copies of the Annual Report and Accounts are available on request from R. C. Home, Manager, Bank of Scotland, 4 Don Road, St Helier, Jersey or from Bank of Scotland, Head Office, The Mound, Edinburgh EH1 1YZ. Bank of Scotland Proprietors' Funds
<ul> <li>An Offshore Account based in Jersey paying Interest Gross.</li> <li>AND ALSO</li> <li>Available to applicants world-wide</li> <li>No need to have another account with us</li> <li>INTEREST PAID GROSS</li> <li>INTEREST PAID GROSS</li> <li>INTEREST PAID GROSS</li> <li>Deposits made with offices of Bank of Scotland in Jerses</li> </ul>	Cheques may be payable to third parties and all transactions should normally be in sterling. Statemer are issued quarterly (more frequently if you wish). First 9 cheques per quarter are free of charge. Up to date rate of interest available by telephoning Bank of Scotland, Jersey 0534-39322 Simply complete the coupon below and enclose your cheque. An acknowledgement of your deposit will be sent by return and your cheque book will follow a few days lath Bank of Scotland was constituted in Edinburgh by Act of Scots' Parliament in 1695. Copies of the Annual Report and Accounts are available on request from R. C. Home, Manager, Bank of Scotland, 4 Don Road, St Helier, Jersey or from Bank of Scotland, Head Office, The Mound, Edinburgh EH1 1YZ. Bank of Scotland Proprietors' Funds as at 28th February 1985 were £314.4 million.
<ul> <li>An Offshore Account based in Jersey paying Interest Gross.</li> <li>AND ALSO</li> <li>Available to applicants world-wide</li> <li>No need to have another account with us</li> <li>INTEREST PAID GROSS</li> <li>TL.70% = 12.35%</li> <li>Applied Rate</li> <li>Compound Annual Rate* (C.A.R.)</li> <li>*Interest rates may vary-rates quoted correct at time of going to press.</li> <li>Deposits made with offices of Bank of Scotland in Jeunder the Bank of Scotland Money Market Accounts Centre,</li> </ul>	Cheques may be payable to third parties and all transactions should normally be in sterling. Statemer are issued quarterly (more frequently if you wish). First 9 cheques per quarter are free of charge. Up to date rate of interest available by telephoning Bank of Scotland, Jersey 0534-39322 Simply complete the coupon below and enclose your cheque. An acknowledgement of your deposit will be sent by return and your cheque book will follow a few days lath Bank of Scotland was constituted in Edinburgh by Act of Scots' Parliament in 1695. Copies of the Annual Report and Accounts are available on request from R. C. Home, Manager, Bank of Scotland, 4 Don Road, St Helier, Jersey or from Bank of Scotland, Head Office, The Mound, Edinburgh EH1 1YZ. Bank of Scotland Proprietors' Funds as at 28th February 1985 were £314.4 million. ersey are not covered by the Deposit Protection Scheme anking Act 1979. //We enclose my/our cheque for £ (minimum £2,500) particular

Deposits made with offices of Bank of Scotland in Jersey are not covered by the Deposit Protection Scheme under the Banking Act 1979.				
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EDITED BY CHRISTOPHER LORENZ

## Design and TECHNOLOGY Construct

## Christopher Parkes on a new technique for extending the shelf life of fruit Why sleepy bananas stay fresh longer

THE NOTION of an anaesthetised banana may be difficult to grasp, but that is the image

pany, Sempe Bio-Technology. Time was when exotie fruits had to be varnished or coated in shellac, toffee-apple fashion, to preserve them on the long journey from the tropics to the rich man's table. In more recent years, com-

COMPUTER frand and pene-tration of apparently secure computer systems have sud-denly become hot topics. deniy become net topics. One answer is the dialback modem, a device which makes it just that little bit more dif-ficult to break into a computer

Users dialling into a con Disers draining into a contributer network fitted with dial-back modems are asked initially for their password. The unit checks the password against a look-up table and initiality for the unit asks if it is found, the unit asks the user to clear the line. It then dials back to the number

shown against the password on the look-up table. If the password is not found. the system assumes the call is illegal and will not make the

connectien. Companies which market dial back modems include Customised Data of High Wycombe, Bucks.

intake of oxygen while allowing out almost all the carbon dioxide produced in the treated Mr Frazer Imrie conjures up to fruit: Apart from greatly extending shelf-life, o micro-film of Sem-perfresb allows shippers to describe the fruit preservation process perfected by his com-

transport cargoes et higher temperatures than those required even for waxed fruit. It is simpler to use than the wax emulsions and is effective even on the most delicate fruits. The company claims its pro-ducts can extend the shelf life

(a) A second s second s second sec

aucts can extend the shelf life of grapes by up to 30 days, papaya by 21 days and even water cress by seven days. The process, completed by simply dispersing the Semperfresh powder in water and dipping the fruit, costs about 0.5 US cents a kilo. "The cost is com-parable with that of anything else on the market." Mr Imrie binations of synthetic and natural waxes and woter sus-pensions of "soft" polythene have been used to inhibit the rapid ripening and decay characteristics which still account for the loss each year of some 40 per cent of the of some 40 per cent of the world fruit crop. These products seal the else on the market," Mr Imrie

treated fruit inside an imperme-able second skin. They virtually stop the natural processes, characterised by the absorption of oxygen — which converts complex sugars and starches to simple sugars and citric acidand the release of carbon dioxide through the skin. The fruit is effectively pre-

served. It is also "suffocated." It eventually dies and becomes unmarketable. Fruit coated with Semper's development, Semper-fresh, which is based on sucrose esters—a complex mixture of hydrocarbons—is merely "put

weight. Mr Imrie perfected his for-

claims.

Mr Imrie makes the point

that the product's constituents are all natural food ingredients

approved for use in the European Community, the US and

THAT'S QUITE NATURAL, LADY. THEY PUT ZZZZ! EM TO SLEEP TO KEEP 'EM FRESH !

1960s and has since been be retired from Tate and Lyle in 1982 following a career in research and development.

Jopan. They are edible and totally blodegradahle. Average coating on each piece of fruit is about 1mg, the com-The basement of his Reading home became e laboratory and nome became e informatory and his car was parked outside to make room for a pilot plant in the garage. Now the company has eight staff, e 4,000 sq ft laboratory and factory near Wantage, Oxfordshire and—Mr Turzia cheerfully admitt pany claims, well within the World Health Organisation's recommended acceptable daily intake level for sucrose esters of 10mg per kg of human hody cheerfully admits-Imrie "minuta" annual turnover."

firm, large-scale orders are on worked on by several interna- the way. This is largely due to tional sugar companies-after the meticulous marketing effort put in over the past two years.

Learning from the mistakes of others who have tried to launch similar products, and seeing no point in tinkering on the fringes of the trade, Mr Imrie and his marketing head, Mr Imrie says he will sign a major contract with one of the three hefore Easter and is negotieting with the others. Acceptance at this level would give the company a powerful Mr Malcolm Thurlbeck, went endorsement. These companies between them account for 70 per cent of directly to three of the world'a world trade in fresh pineapples. The fruit is usually transported

biggest fruit traders. United Brands, famous for its Fyffes bananas, Del Monte, an

the flesh. Cargoes anaesthetised with

Semperfress and shipped of 12 deg C compared with the usual 8 deg C, have been landed with only 4 per cent suffering from internal blemisbes.

In a parallel effort, the com-pany has opened up offices and developed contacts among growers and traders in the US, the Philippines, Australie, Japan, Pakistan, Spain and Africa. It bas also set up a joint venture in Guangzhou, China. Closer to home, Mr Thurlbeck is often to be seen stamping in the dewn chill at London's New Covent Garden fruit and vegetable market.

Apart from the leading shippers, Mr Imrie sees a major potential outlet in the third world. Many fruit-producing countries have potentially large jected Semperfresh to com-mercial trials, spending up to domestic markets which bave not been developed mainly because they lack the neces-sarily sophisticated chilled transport and storage facilities. Use of the sucrose ester mix could obviate the need for this costly infrastructure.

for the Dole brand, have all sub-

\$250,000 in the process.

jected

can result in up to 30 per cent all that out because we have got of a load being marred by the a magic powder," be says. development of brown spots in But, he adds. Semmerfreeb offers e valuable adjunct to con-

ventional preservation and transport methods. possibly doubling the shelf-life of fruit imported chilled. The technique also opens up the possibility of conventional shipping for some fruits which currently have to be air-freighted to distant mar-

kets at great cost. The highly competitive European market in apples and pears could also benefit. Mr Imrie claims. Marketing-conscious co-operatives in France, for example, commonly store 1,000-tonne betches of Golden Delicious apples in controlled atmosphere cells.

Inside, the concentrations of oxygen and carbon dioxide are odjusted to slow down maturation of the fruit. "The apples are like alarm clocks," says Mr Imrie. " They all show the aame time when they go into store."

But once they come out the ripening process accelerates and they all go off at the same time, giving the producer about four days to get to market,

Since the biggest premiums are earned in any market by the tradar who sells when there is o gap in supplies, Mr Imrie Mr Imrie maintains a strictly pragmatic attitude to his company's prospects in the main international markets. The big shippers have invested beavily argues that producers can gain potentially valuable time by treating stocks with Semper-

in cooled chain distribution networks. "No one is going to cut fresh as they come out of store. **Compact disks take** on database role

COMPACT LASER DISKS. compact LASER Disks, developed from technology used in bome hi-fi systems, are eatching on as databases for personal computers. Two newly-announced services aim to supply disks containing pre-recorded information which can be retrieved using special "read-only" players attached to computers.

Microinfo of Alton, Hamp-shire (0429 86848) has agreed with Disclosure Inc of Maryland in the US to launch a database for investment and other financial organisations. It covers the corporate data of some 10,000 US companies. Several scientific and tech-nical databases will also be available. Subscribers need access to an JBM PC and a compact disk drive.

In o accoud project, Digital Equipment Company (DEC) and CAB International (formerly the Common-wealth Agricultural Bureau)

WORTH WATCHING EDITED BY GEOFF CHARLISH

> FIBRE OPTIC communications on 32 two-way channels over distances np to 4000 metres is offered on a system. Swedish from company Fiberdata AB of Bromma (8733 9190).

COMPUTER INTEGRATED manufacturing (CIM) will be a major target for a new company set up by the Krupp group in Essen.

Several Krupp companies involved in process control and automation have merged te form Krupp Atlas Datensystem. The workforce num-bers 360 and the sales target for 1986 is DM 80m. The company aims to be among Europe's top CIM suppliers by 1995

to sleep," Mr Imrie says. The material modifies the gas minuta" annual turnover.: offsboot of R. J. Reynolds, and in cooled ships and commonly However, be is confident that Castle and Cooke, best known suffers from chill damage which mula-the basic idea came from the Soviet Union in the late exchange, greatly reducing the Sanwa's added reach in

corporate finance can do a lot for your business

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#### **L** wider range of services

The Sanwa Bank, one of Japan's top financial institutions, now offers a wider range of services for corporations than ever before. From the Americas to Europe to Asia and Oceania, local Sanwa bankers provide financing carefully tailored to regional markets and industries, including commercial loans, real

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estate loans, lease finance, credit lines, guarantee services, mergers and acquisitions, investment and trade consulting services, etc.

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Production ol skirts for SRN4 hovercraft has heen new cutting technique.

**HOVERCRAFT SKIRTS** are being cut with 50.000 psi woter jets at British Hovercraft Corporation under the control of a programming system developed by Kongs-berg Systems Technology, part of the Norwegian engineering group.

It was the development of these high efficiency skirts, using computer design tech-niques, which enabled the SRN4 craft to double its pay-load while offering an improved ride.

The new guided cutting technique has eliminated paper templates and manual cutting by knife, improving productivity and quality.

#### ITEM IDENTIFICATION for

outomated manufacturing systems is made easy using a non-contact system developed by Karl Hertel of Nuneaton (0203 386279).

To identify work pallets and tools for example, a special 32 bit memory chip carried in a hermetically scaled protective capsule is fixed to the ltem.

Each chip is programmed with a unique number and hy magnetic induction, the data is picked up by a trackside sensor while the labelled item is on the move. No battery is needed because the sensing head first energises the chip and then reods It.

#### METROPOLITAN POLICE

communications should benefit from work by Inter-national Computers and by Eosys, the Information technology consultancy. ICL will design an advanced

computer control system which will give increased, fast access by pollcemen to the Met's computer-based services. Workstation users will access an ICL 2988 mainframe com-puter via an X25 packet net-work which will use open system interconnect (OSI) standards. Eosys, under a DTI con-tract, will undertake a six months' study to define a communication architecture and examine the feasibility of using OSI standards to support current and planned Metropolitan Police information systems.

MANPOWER SAFETY on tall constructions from which workers might fall is provided workers might fall is provided by a continuous wire and attachment system from Latchways of Calne, Wiltshire (0249 816326). Using the Transfastener, the man'a attachment strap sildes continuously along a

stiel wire and can pass through or round the wire attachment points on the building without at any time detaching liself from the wire.

The user has complete freedom of movement and does not have the distraction of re-attaching his safety book after negotiating obstacles.

WIRE HARNESS design for the electrical and electronic industries is provided by a new computer-aided design software package from Computervision of Basingstoke (0256 58133).

Called CV-PAC, the system runs on o Computervision CDS 4000 system and can reduce the time and cost of wiring design and development by a factor of two or three, says CV. It eliminates the need to build costly scale models and prototypes.

CERAMIC WARE production times can be reduced using a new casting machine from Ceramic Microwave Products Stoke on Trent: (0782

24491), Made under licence from Refac Corporation of New York, the machine projects microwave energy into the filled moulds to give efficient use of the heat and a reduction in set-up and release times of up to 70 per cent.

Andrew Gowers on Britain's beleaguered dairy monopoly

## Trying times for the Milk Board

dominates Britzin's £3bn-eyear dominates Britzin's £3bn-eyear dairy industry. Already battered by milk pro-board concerns the long-term future of its composed did

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duction quotes, the Board future of its commercial diviwhich has a monopoly over milk supplies in England and Wales ing legal attack on several factured dairly produce in the fronts from elsewhere in the high street. EEC and locked in a struggle with the independent dairy companies it sells to over the future of its large manufactur-ing and commercial division, known as Dairy Crest Foods.

At stake, as far as both the MMB and the dairy companies are concerned, is the balance of power between buyers and sellers in a business riddled with surplus production capa-city, byzantine pricing practices and Government interference. The dairy companies, such as

Express Dairy, Unigate and Northern Foods, have never sat particularly comfortably along-side what amounts to a national producer cartel. And the European Commission, like Britain's . EEC. competitors, has looked askance at the MME since the UK joined the Community in .1973

But its troubles have come to a head again over the last. couple of years. The first hig arrangements. blow was the imposition of milk production quotas by the EEC in April 1984. Years of output expansion were suddenly thrown into reverse, and some of the Board's heavy investments in creameries to process the extra milk were left high and dry. It has since shut five cheese

bute lts product.

creameries and mothballed 20 per cent of its butter and powder plant. But there is still a problem with excess capacity —and one that will get worse again after another EEC milk production cut plannad to start this year. The Dairy Trade Federation, which represents the independent, companies, reckons that. 40 per cent of butter-manufacturing capacity in England and Wales-or about 70,000 tonnes-will be in surplus once that takes effect.

As if that were not enough, the Milk Board faces three other more or less imminent challenges: The UK is in the dock of the European Court in Luxembourg over its former pricing arrange-under a series of statutory

over its former pricing arrange-ments for milk destined to be processed into butter. If it loses, marketing boards. to consequences could be very seemed to work—subject to occasional bouts of grumbling The Irish Dairy Board has a from the dairy companies. The the consequences could be very costly.

parallel claim against the MMB farmers enjoyed protected in-essential outlet for milk. That is a concentration in the British courts for comes by supplying Britain's The investments undertaken power against the produ-damages totalling fl2m large and high-priced liquid in the 1970's were a major de- which fills the men of the l The UK is also coming under milk market and receiving parture; as well as the monopoly Board with foreboding.

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THESE ARE not particularly increasing pressure to allow deficiency payments from the supplier, the Board was becom-happy times at the Milk Mar- imports of pasteurised milk, taxpayer; the companies bene-keting Board (MMB), the giant which would be a severe blow fited from guaranteed profit of milk alongside the independ-farmer cooperative which to the MMB monopoly.

the Ministry of Agriculture; and consumers had little cause for complaint because they had sion, Dairy Crest Foods, which has been an increasingly aggresaccess to unlimited imports of cheap manufactured dairy prois now under increase sive presence in selling manu-

duce from countries like New Zealand, Australia and Canada. However, the rules of the game changed fundamentally when Britain joined the EEC. This has been a matter of increasing contention between the MMB and the independent Dairy produce imports from the Commonwealth were sharply dairy companies over the past curtailed and were replaced by a tide of sales by other Com-munity countries, chiefly Irefew years, with the dairy com-panies arguing that Dairy Crest is an unfair competitor. But the issue has been brought to a land, Denmark, France and the

> KEY FIGURES (year ended March 31)

···	1984	1985
Milk Marketing Board turnover Dairy Crest Foods turnover Dairy Crest Foods profit	£2.435n £974.5m	£2.27bn £899.5m
(available for producers) MMB staff of which Dairy Crest staff	£4m 13,654 10,484	£18.3m 12,403 9,441
and there all a second blackstores the	Mathanlanda	Deficiency

head by the publication in January of a Government-com-missioned report by manage-Netherlands. Deficiency pay-ments were supplanted by the Community's system of inter-vention buying of butter and ment consultants Touche Ross which criticised key aspects of skimmed milk powder. At the same time British

Dairy Crest's operations. farmers were actively encour-This dispute goes to the centre of the historical web of aged by successive governments to maximise output, and dairy companies invested beavily in anomalies and peculiarities in Britain's milk marketing plants to process their expanded production and to In most other EEC countries

cash in on improving returns from the manufacturing side. milk is produced and processed by a series of regional farmer co-operatives which control al-In addition the Board, which bas a legal obligation to buy all milk produced in England most every link in the production and marketing chain. Nowhere else does a body with and Wales, was faced with an urgent need to invest in extra national monopoly power over milk supplies sit alongside a manufacturing plants in order to process milk into the progroup of privately-owned com-panies which buy and distriducts which directly received EEC price support—namely, butter and skimmed milk powder (SMP). This concentration on both

This concentration on total sides of the industry has its The commercial companyes-origins in the 19th century, seeing poor returns from these the railway boom en- products-were not enthusiastic undertaking major incouraged private investment in about undertaking major in-vestments, according to Board collection and distribution networks for milk beyond and be-tween individual regions. The officials who were involved in discussions with them in the early 1970s. "By default, the power which such companies could wield in setting prices among a fragmented, dis-Board was forced to spend a lot of money on new butter and SMP plants," says one. That sowed the seeds of the organised and, by all accounts, fairly impoverished collection of

dairy farmers was immense. As a result, the Government de-cided in the early 1930's to try esent conflict. The Board bad been involved in commercial activities-in addition to its prime function of selling milk on to others-almost since its inception. But it was usually at the margin, buying small cream-eries or liquid mlik businesses For years the new structure

which were on the verge of bankruptcy and whose collapse would have deprived it of an selves.

hammered out annually with set the seal on this more by acquiring 16 large creameries from Unigate. As a result, Dairy Crest became the largest cheese and butter manufacturer in England and Wales, with 70 per cent of all butter-making capacity and 40 pet cent of

cheese manufacture. This deeply unsettled the dairy companies; and their worries turned to fury when they saw Dairy Crest expanding aggressively into the own-brand marketiog business in the early

But the dairy companies have other, potentially more serious charges. They say that Dairy Crest is an unfair competitor; that it is not operating com-pletely separately from the Board or "on an equal footing " with them as it is required to be under EEC law. It was to look into these com-plaints that the Ministry of Agriculture eventually set up the inquiry into the relationship between the MMB and Dairy Crest by Touche Ross last

year. Its findings, while expresse in cautious accountants' lan-guage, could prove to be extremely damaging, for they underline two essential points: that Dairy Crest has not per-formed as well financially as an independent company would be expected to, and that its strategy has been substantially influenced by the overall interests of the Board—that is, by the interests of milk pro-ducers rather than the strictly commercial interests of a mill

The dairy companies are intent on using the Touche Ross conclusions to force the Milk Board to sell off Dairy Crest, and to return the MMB to its buyer of last resort function. The MMB's long-serving and powerful chairman, Sir Steve Roberts, replies bluntly: "That husiness is not for sale."

But behind all the Board's fighting rhctoric lie fears of a more fundamental realignment in the industry. If it were to seli off Dairy Crest, the buyer would almost certainly be one of the independent dairy companies. And if that happeoed, five powerful companies thave 85 per cent of all processing capacity in Eng and Wales-companies w all buy milk at the same p and according to many vers, are not particularly getic competitors among t

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# How do you choose the t location with so many thers in the running?

In Nike's case they used simple logic.

As the world's leading running-shoe manufacturer, parented in the USA, they knew exactly what a Nike-UK operation needed: fast and efficient distribution; a highly motivated workforce; keen local suppliers; and an environment which would appeal to relocated management personnel.

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on a programme of expansion that will probably bring them to within panting distance of Adidas in the general sports-gear market.

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In the words of Managing Director, Brendan Foster: "The best thing Nike ever did was to set up their company in England; the second best thing they did was to set it up in Washington."

If you'd like to learn what Nike learned, contact Norman Batchelor, Washington Development Corporation, Usworth Hall, Washington, Tyne & Wear. Telephone: (091) 416 3591. Telex: 537210 DC WASH G. It will help your business to walk. Running comes later.

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EDITED BY CHRISTOPHER LORENZ

## THE MANAGEMENT PAGE

WHEN Dr Fritz Leutwiler isions will, it is hoped, give Brown Boveri drove up to Brown Boveri's managers greater incentive and Brown Boveri beadquarters last June for his

first day's work as chairman, the Swiss business establishment's expectations were something like those of a cinema audience watching a sheriff ride township.

The ione ranger image, deprecated by Leutwiler him-self, is not totally inappro-priate. Asked by the big Swiss banks and financiers to jolt the stolid electrical engineering group out of its torpor, the former President of the Swiss National Bank and chairman of the Bank for International settlements—a man with no industrial experience — could not resist the challenge. Brown Boveri is Switzerland's biggest engineering company, and a top name in world markets for tion equipment.

unveiled a far-reaching management re-organisation, and a move to reassert control over Brown Boveri's large West Ger-Brown Boveri's large West Ger-man subsidiary. The re-organisation plan had been formulated by the management before he took over, Leutwiler claimed—he had merely assessed the implications and merely taken the decision to implement

But last week Piero Hummel, the chief executive who had worked closely with Leutwiler's predecessor, resigned. Leut-wiler is likely to act as his own chief executive for the time

being. The restructuring, which should be completed by the automn, will essentially shift the emphasis within the multinational from geographically based profit centres to 24 product divisions. Brown Boveri is to be managed as a group rather than as a conglomerate, Leutwiler says.

The intention is to marshal the group's dispersed and under-utilised resources, especially its big research effort, so that it can compete more effectively worldwide, but prin-cipally with its European rivals, Siemens of West Germany, Gen-eral Electric of Britain and Asea of Sweden.

It has, for instance, been slower mand for nuclear energy plants to expand out of a declining and from the financial difficulmarket for its core power en-gineering business into new product areas.

Brown Boveri's sluggishness generated enough cash to dull the incentive to diversify; and the group has always had a strong philosophy of sticking to the business it knows best.

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leeway to carve out markets for new products. The financiers who engin-eered Leutwiler's appointment

are also hargaining on the hope that the very arrival at the top in to clean up a wild-west of such a strong decision-maker will somebow galvanise divisional managers into being more adventurous in seeking new markets. Though the programme he outlined in Decem-

ber promises in principle, at least to meet many Swiss and alysts' recent objections, most of them are suspending judgement until they see real evi-dence of change. Leutwiler himself does not expect to see posi-tive results before 1987.

The plan nevertheless leaves unanswered the question of whether a lone stranger, even ame in world markets for one with the proven toughness ower generation and distribu-on equipment. can have a sufficiently catalytic ion equipment. Less than six months later he inveiled a farreaching manage-nent re-organisation, and a formulated by the management. Sorown Boveri's large West Ger-man subsidiary. The re-organisation plan had been formulated by the management barmed—he had merely lamed—he had merely and a sufficiently catalytic effect on what has recently ap-peared to be a sluggish, dis-oriented management. the more relevant simultaneously doing another rescheduling of South Africa's autumn at Pretoria's request. Brown Boveri. Switzerland's Brown Boveri, Switzerland's third largest corporation after Nestle and Ciba-Geigy, is one of the world a largest electrical en-

gineering groups. From its headquarters in Beden, which lies between Basle and Znrich, it employs some 100,000 people worldwide. Even after retrenchment, its

Even after retrenchment, its electrical business in 1983 was still bigger than the comparable operations of Britain's General Electric Company, Japan's Toshiba, Sweden's Asea or France's Alsthom-Atlantique. Its problems are immediately evident from a comparison of the companies growth Between 1975 and 1984 Brown Boveri's for Siemens.

consolidated group turnover in-creased by 45 per cent. Siemens' turnover climbed by 142 per cent, GEC's by 218 per cent and Asea's by 359 per cent.

These companies have coped successfully with the shrink-age of the market for electrical engineering equipment which has resulted from energy con-servation policies implemented In this competition Brown after the oil price shocks of the Boveri has been losing ground. 1970s, from the decline in de-

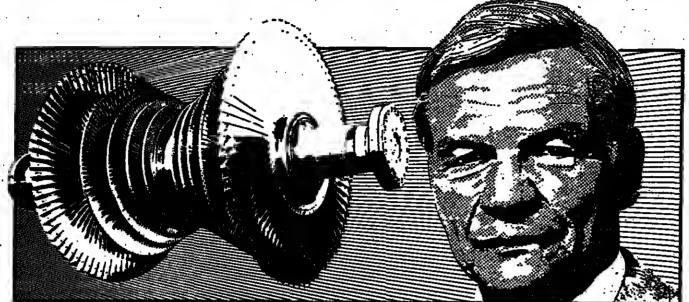
ties of Third World customers. The Swiss concern's earnings performance has' been equally bleak. Comparisons are made springs from two main factors: difficult by Brown Boyeri's low its mainstream activities have level of disclosure until 1984. when it produced its first consolidated accounts, and by differences in accounting methods. But the Neue Zuercher Zeitung recently estimated that The reorganisation into div- Brown Boveri'a earnings have

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Switzerland's lone ranger stages a new showdown

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William Dullforce on Fritz Leutwiler's bid to revitalise a troubled engineering giant



Turbines and other power plant still account for half Brown Boveri's sales. One of Leutwiler's prime tasks is to diversify

grown by only 29 per cent in the 10 years to 1984, compared with increases of 396 per cent. for Asea, 367 per cent for Gen-eral Electric and 133 per cent roughly SFr 1bn a year, but Brown Boveri has failed to translate that effort into successful products. An advanced liquid crystal display developed originally for the watch indus try, then shunted into a joint In 1984 Brown Boveri showed

net earnings of SFr 85m (£28m) on group sales of SFr 11.2bn. venture with Philips and finally abandoned in 1984, is one ex-That represented a recovery from a loss of SFr 52m in ample. The path from the laboratory to the marketplace has often proved very long. Engineers worked for 12 years on a turbo the previous year. Further improvement in net profit is forecast this year, but the charger for car diesel engines

ratio of earnings to sales will remain low. "The kind of profitability we could get from investing in bonds will be out of reach in the near future," using an innovative approach. The engine is now running in a few bundred Opel cars, but appears to have missed the mar-Leutwiler says realistically. Much criticism of Brown Boverl'a management has A frequently heard explana-

tion for Brown Boveri's recent centred on its failure to get the group's product mix right. It poor performance is that it is a concern run by perfectionist has cut capacity in electricity generation and distribution equipment by half. Yet in 1984 engineers. Japanese companies start marketing a product as soon as the research is done; Brown Boveri's engineers carry these two sectors still provided 49.7 per cent of sales com-pared with 45.1 per cent in 1980. 49.7 per cent of sales com-pared with 45.1 per cent in 1980. Its competitors have broader product bases. Spending on research and de-velopment has been high, philosophy.

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tions and utilities, or public transport monopolies buying products they expect to last for a quarter or half a century, this approach may be necessary. But this is not the ideal attitude for a company seeking to launch innovative products and to carve out fresh markets. American analysts tend to dub Brown Boveri is "risk averse." It took the group five years to persuade US customers of the advantages of its gas insulated

switches, which permit faster and more durable electrical switching than conventional insulation. Such underestimation of the difficulties involved in transferring Swiss technology across the Atlantic has been only one facet of the troubles it has encountered in trying to expand its US business.

The group also made an expensive attempt to break into the US gas turbine market just at the wrong time. The market collansed soon after the manufacturing project was completed and Brown Boveri was forced to pull out. Group beadquarters

In its core business, where have had to shoulder some SFr customers are power corpora- 150m of losses from the US. A prime source of the com-

pany's weakness, it is now recognised, has been the man-agement structure. Brown agement structure. Brown Boveri has been traditionally organised geographically into national profit centres of greatly varying size. It has certainly been advantageous for a group based in a small country

to be able to display a national label when competing for orders on local markets, and to be able to draw on local export finance. But since the late 1970s the disadvantages of scattered, over-lapping production and of internecine competition for ex-port orders have loomed ever larger,

The biggest worry has been the West German company in Mannheim, which provides roughly one-third of group turnover. A primary aim of the measures announced in December was to restore Baden's control over Mannheim by increasing its stake from 56 per cent to the 75 per cent required by West German law the exercise of direct a group of 100,000 people. for

control. This aim has now been realised.

The main thrust of the December reorganisation is, in Leutwiler's words, to " move the emphasis from the region to the product" and to create an mentality entrepreneurial among the heads of the newly created divisions.

The restructuring is not a clean break with the past: Baden bopes to retain some of the advantages of its widespread sales organisation and its national company relationships. But, it is boped, the reorganisation will set managers free to exploit and market the many new products emerging from the work of more than 7,000 engineers employed on research and development.

The new pyramid is topped by a management board of eight who divide between themselves the business activities, the functional operations such as planning, finance and research, and the remaining regional responsibilities.

Six of them are in charge of business segments—power generation, power distribution, basic industry and transports tion, process engineering and computer science, building services, drives-which will in turn be broken down into 24 product divisions.

The test of the reorganisation will come at this level. "Everything depends on the quality of the divisional managers," Leutwiler acknowledges.

He is forthright about what be expects from them. "Our competitors lose money where we are losing (in power generation and distribution) but they make money in other fields. We can afford to go on losing (in those two areas) for some five or six years in order to retain some capacity, but we must have more divisions generating profits and with important shares of total turnover."

High technology products already account for between 16 and 20 per cent of group sales compared with 10 per cent five years ago. Brown Boveri's technical competence is not questioned by its critics but analysis have pinpointed a heritana hesitancy in management to fund promising projects. Leotwiler says this will be remedied. He also envisages buying related technology through acquisitions.

The groun possesses tech-nology, cash resources and reputation. Its problem is essentially managerial. The real question is whether one man at the top can change man-agement attitudes and energise

## He is no

## diplomat'

IT WAS a childhood dream come true for Fritz Leutwiler when he became chairman of Brown Boveri. Lentwiler was born and grew up in Baden. the thermal spa resort where in 1891 Charles Brown, an Englishman, and Walter

Boveri, a Bavarian, built a power station and founded a Swiss multinational.

Leutwiler's father worked for a small family-owned company in the town; the son was left with a determination never to work for a family concern. After graduating in economics he wanted to go into industry but at that time "Brown Boveri did not know what to do with a macroeconom

Instead, Leutwiler made a career in central banking which calminated in the presi-dency of the Swiss National Bank and the chairmanship of the Beat for Leiterstead the Bank for International Settlements in Basle.

In these jobs he became one of the best known figures in the banking world, mainly for his part in heiping to resolve the debt crisis among de-veloping countries. Within veloping countries. Within Switzerland his reputation grew with the success of his anti-inflationary management of the money supply and his trenchantly expressed

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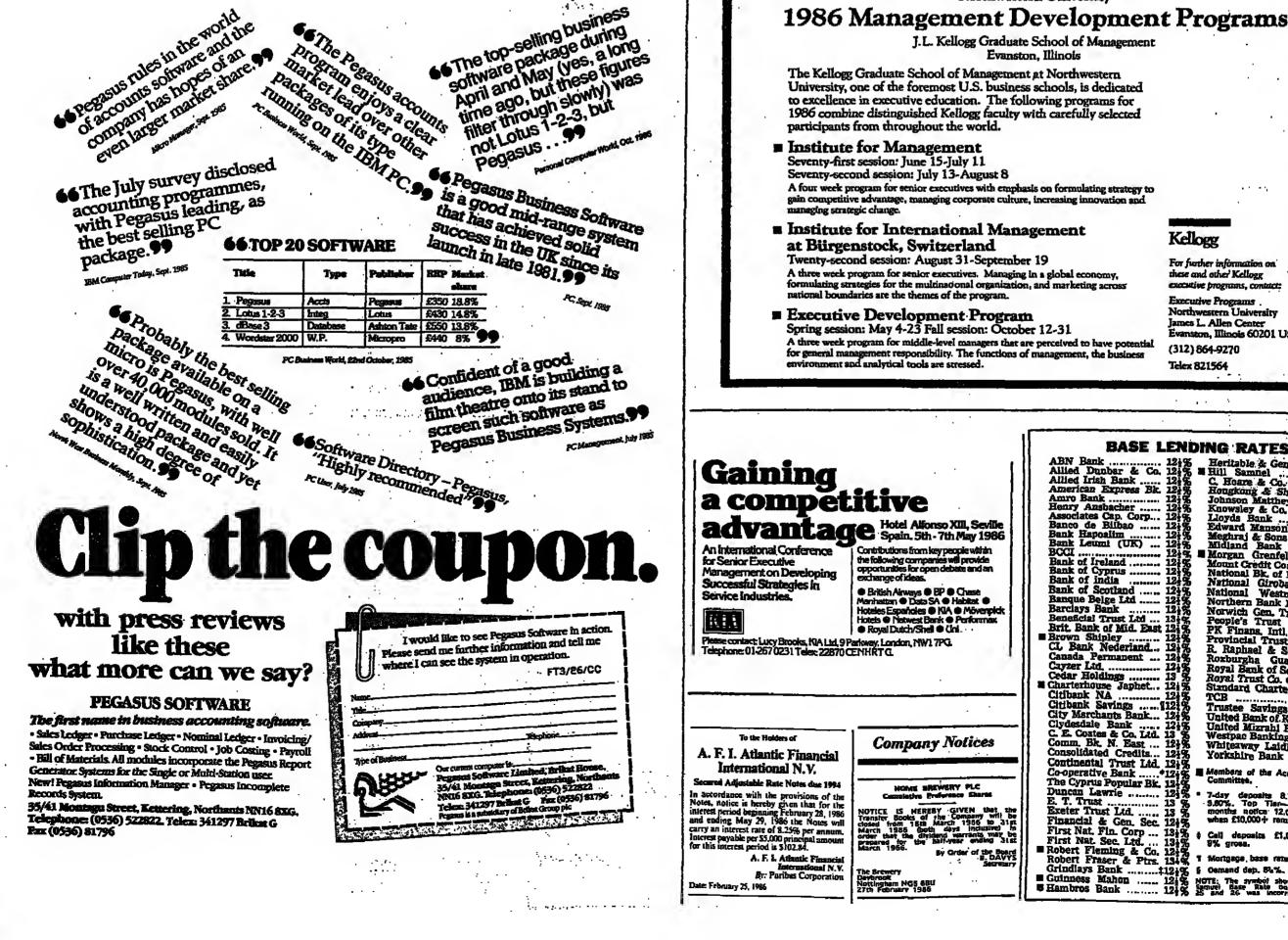
opinions. Toughness and bluntness are qualities closely asso-ciated with Leutwiler. He is no diplomat and does not suffer fools gladiy. His brusqueness sometimes upsets sensitive people but be is sensitive people but be is loyal towards colleagues who run into trouble through following his instructions. Leutwiler's forthrightness comes through in his handling of arthurst here to the of problems: be goes to the nutb. of an issue instead of beating about the bush. This approach was most visible when as President of the National Bank be had to deal with scandals which could

have severely damaged the reputation of Swiss banks. He took a firm moral line which both prevented excesses and protected the basic secrecy provisions of Swiss banking. When he decided at the age

of 60 to retire from the National Bank and the BIS, Leuiviller says he intended to pursue a quieter life. In the light of his boyhood ambitions it is easy to see why he found it difficult to decline the chairmanship of Brown Boveri.

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## **THE ARTS**

design process.

comnetition. When Liverpool's Anglican Cathedral contest was

won by Giles Gilbert Scott he was only 22 and had only e

few examples of his fretwork skills to show the jury. We

have forgotten the adventurous

designs by Mackintosh and Lethahy that might heve been

It is timely to add competi-

tions that are welt run and

totally fair to the enlarged pro-cess of public debate about architecture. A return to the

competitive standards that pro-duced buildings like the Sydney

Opera House and Coventry Cathedral (tha first and last

post-modern cathedral) is much

needed end these new rules are well conceived to make the

system easier to work for both the architect and, most import-

Philharmonia

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## The value and stimulus of competitions

It wis the competition for the brance north doors of the Baptistry Florence Cathedral that, in the view of many scholars, launched the Renais-sance. This competition was won by Lorenzo Ghiberti in 1402 and his Gothic tramed New lestament acenes were to influence the development of the way artists portrayed their vision. But the competition was equally important for Brunelle schi, one of other locers because from that moment he decided to devote himself to architec-

Financial Times Monday March 3 1986

This kind of seminal artistic This and of seminal artistic event demonstrates the cultural value of the competition system. It is an event that con-centrates creative talents in e way that can provoke both debate and solution. Winners and losers benefit if the com-petition is well run and public debate is much interact

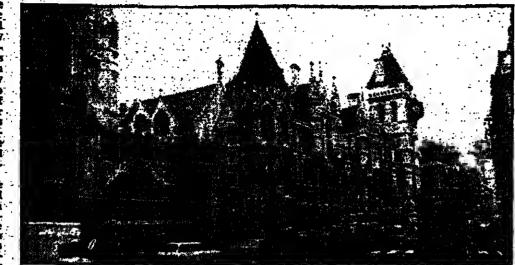
debate is much enhanced. Last week the Secretary of State for the Environment, Mr Kenneth Baker, presided over the launching of two new publications that are essential reading for anyone commissioning e new building. Both have emerged from beneath the rubble of recent unsuccessful attempts to encourage architectural competions.

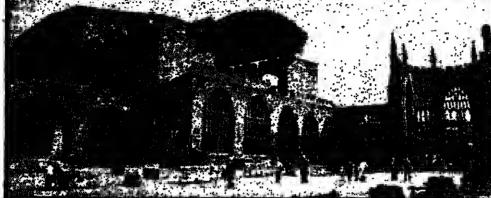
Architectural Competition Architectural Competition Briefing-Guidelines for pro-moters is published by the Department of the Environ-ment and Architectural Compe-titions RIBA Code of Practice by the Royal Institute of British Architecta Both publications, available

from the RIBA Bookshop, tel 01-580 5533, are important documents that should help encou age a climate of creative competitiveness.

As Mr Baker said: "In archi-iccture we are, more than in any other form of human endeavour, producing the most public works of art, and often the most enduring. If we betray drabness of spirit and meanness of design, that will be: an indictment for us for future generations,"

Mr Baker is not the first Secretary of State to give the offi-cial imprimator to the idea of cial imprimitur to the idea of These two new codes of prac-architectural contents. One of tice are long overdue. They ing world competitions are want to encourage younger his predecessors, Mr. Michael both point ont the advantages Heseltine, applied his particular and disadvantages of the comthe second s





Competitions produced London's Law Courts and the new Coventry Cathedral but both choices were controversial

Order Parliamentary procedure to promote a competition.

kind of high octane energy to the ldea. He did not think it through. His legacy was the debacle on the Hampton site gent procedure) and the horror of the Vauxhall Cross venture when the Minister misguidedly used the Special Development or draft area of the special Development to promote a competition. been recognised. rise of the architect developer

**Andrew Clements** A grand. late-romantic sym phonic effusion ended the Phil-harmonia's Festival Hall pro-gramme on Thursday, conducted

by Esa-Pekka Salonen, · Nielsen's Fourth is less prolix than Mahler 5, hnt equally charged with rbetoric and no

convincing, despite its occa-sional indulgences-self-cons-

cious changes of gear in the

less difficult to bring off. Salonen's recording of the symphony has recently been released, to half-hearted approval; in the concert hall, however, totalls

#### Across from the Garden of Allah/Comedy

#### Michael Coveney

The trouble with Charles and bis wife are 50 years old. ing of Monroe, Chaplin, Fields Wood's new comedy at the Douglas has received cham- and the rest; urban aggravation Comedy is that the play posits a pagne and flowers from e is binted at in e soundtrack single comie notion and wilts for leck of inspiration and ideas into a trio and the evanescent

the reck of inspiration and heas thereafter. It is elmost as if this writer is acknowledging the problem by showing a pathetic middle-aged writer, Douglas (Nigel Hawthorne), atuck in e Hollywood botel (across from the one where Bactor elect) encrement and the and are uncertain of the best way to proceed. The DoE document bas some wise words about the hriefing of architects. It cannot be said too often that hriefing is an integral part of the design. A good competition or selection process strengthens this dialogue between the archi-Bogey slept) engaged yet again on e new version of his own adaptation of Wangh's Vile tect and the client and will produce the best design. A brief Bodies. is so much more than a fat docu-

Douglas has brought with him ment of facts and figures-it ls Barbara, his wife, a woman the written version of e shered who hates her life for not being a movie end, in Glenda Jack-In the German Federal Repubson's bltingly citrous performlic it is mandatory for ell pub-licly funded buildings to be ance, a woman who hates easily. She plonks berself sourly by the pool inspecting rolls of exposed flesh like reels of imposed flash, a keen monitor of the subject to the competition pro-cess. in the US the competition has made quite an inroad into the corporate business convulgar, undeniable, evidence that beautiful people are inscionsness. In the UK the bis-tory of the competition has been clined, in the nude, to appear otherwise. Douglas himself decidedly variable. In the 19th lollops around a hit in beard, beach shoes and trimks while Barbara hides behind shades and under sentihle woollens. century there had been fre-quent internecine strife over major public competitions. There were rows over the Law Courts, a major battle of the styles over the Foreign Office end dissatisfaction over the results of London's County Hall

pleasantries of poolside toweldraped diversions (" I've got an erection, therefore I can't stand up") dissolve into desperate second-act reiterations of sn uncreativa marriage. Douglas is mugged by kids he assumes to be sired by his employers-he huys them off with money destined for RSC

Whatsit" in The Tempest—the couple wave at e Peeping Tom beyond the hedge, and an "English writer of the 60s" ducks down beneath hints of civil unrest and flashing helicopters.

The first act is tolerable because of writing that, com-pared with what follows, is sharp end amusing. The couple spot vaguely remembered actors from Douglas's films, some of them taller than expected..." They do such wonderful things with height in Hollywood: U hato lifes? The and under sensible woollens. Hollywood; I hate lifts." The by David Hars Douglas has made a perfectly Garden of Allah looms Miss Jackson's good living writing films that reproachfully across the broad-are never made, and both he welk in the images on a hoard-nished screen.

mysterious Cynthie, but this crossfade of Lou Reed's "Walk triangle is never developed on the Wild Side."

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This is where the play spins out of control in splte of the expert comic playing of Jackson and Hewthorne, the careful direction of Ron Daniels and the slick design of Ralph Koltai. There is no depth or conse-quence written into the relationship and no intellectual invention on the theme of a writer in Tinseltown on the scale of, say, Hampton's elegize fantasia for Brecht and von Horvath in Tales from Hollywood. Charles Wood has been here before, and been funnier, in Veterans and Washington Has Legs.

The third party, e Mexican botel porter sleekly embodied by Andy Lucas, winks, sidles around doors and reminds Douglas to insert into Vile Bodies a few orgies. The chief memory, however, will be of Koltai's raverse panel setting of posters and grim slihouetted playground exteriors (lighting by David Harsey) inhabited by Miss Jackson's bleak and for-lorn widow of the silver tar-

#### Baroque operas/Geneva and Lyons

#### **Ronald Crichton**

Geneve end Lyons are both among Europe's most successful stone dead. Danielle Borst (Dalinda) started in the same opera houses. Geneva has the larger, grander bouse, with a staid, well-dressed well-fed pub-lic. The Lyon Opere is livelier way hut warmed to her work. Handel'e operatic output was notoriously large. Jean-Marie Leciair, better known for bis with a more informal, conspicuously younger, uninhibited en-thusiastic audience. music for his own instrument. the violin, wrote only one. Scylla et Glaucus (Paris, 1746) The two cities on the now furiously rushing river Rhone is not a Handelian opera serio but e French tragédie lyrique. are near enough for critics nor-mally frustrated by the one-It lay forgotten, except in books, until John Eliot Gardiner, now musical director at the Low-e opera-at-a-time system to comhne both in a short visit. Re-cently, with Handels' 9riodante at Geneva and Leclair's Scylla et Glaucus at Lyons, they offered able, chilly, wordless fluency opera, gave a concert performance some years ago in St John's, Smith Square, revealing a work of charm and freshness an inviting pair of baroque operas only a decade apart in time but as different as chalk astonishing in a composer with no direct theatre experience, The Lyons cast was different,

from cheese. Pier Luigi Pizzi's staging of Ariodante in bis own design is an enlargement of one he made for the Piccola Scala at Milan, but the Monteverdi Choir and English Baroque Soloists made the journey from London. An Erato recording is promised. subsequently brought to the Edinhurgh Festival. Pizzi frames The producer Philippe Lénaël, an expert in baroque the plot's machinations in what be calls "scenographic geome-try,' made from the hases of buge reddish-brown columns theatre, had the courage to adapt its methods to the modern wrapped round one another, openiog to reveal corridors and palace corners. Scenes flow swiftly but the characters are dwarfed. Visual constipation stage. His designer Patrice Bigel gave him a framework of slender side-wings, movable clouds, painted prospects and a fying chariot. The costumes (plumes and all) by Jean-Charies Clair were in scale sets in well before the end of

a lengthy evening. Nicholas Kraemer conducted. with the set, as they were not The Suisse Romande orchestra at Geneva. gave him tidy, respectable play-ing, yet one had to strain to Back Festival Rameau perform wants correcting before the back Festival Rameau perform wants correcting before the back festival Rameau perform wants correcting before the back festival Rameau perform wants correcting before the

that for me kills this music self and twice steals him from Scylla. At the end Circe pretends to releat but after the lovers' betrothal feast dismisses Glaucus with contempt and turns Scylla into a rock in the straits between Sicily and the mainland.

Trojedica Lyriques, in spite of their name, were expected to end heppily. Leclair's violent conclusion caused some disapproval—in fact it comes with an ahruptness a littla out of key with the general atmos-phere of geniet accessibility, suggesting a French Cavalli.

Since Scylla is a goose and Glaucus a ninny one's sympethy goes to the wicked Circe, who knows what she wants. This is a whale of a part, sung and declaimed with subtle relish by Rachel Yakar, a delightful artist, born like Leclair himself at Lyons.

Howard Crook (Giaucus) is a good high tenor who can declaim clearly as well as nego-tiate quick bravura—unfortu-nately mincing high-tenor heroics are not the most appeal-ing feature of the period style. Donna Brown (Scylla) has a small, pure, pretty volce inno-cent of consonants. French formal recitative with weakly formed words is a pointless exercise.

a da la face de la construction de No-one can say the working life of e British opera critic is lacking in diversity. On Thursday we were sped up to the

## Il trovatore/Covent Garden



more tired and loosely cast than Luna, seems bent on removing the last, each one lacking in every last trace of his youthful almost every kind of ensemble promise (remember his fresh, purpose, it appears that — in sensitive Miller?), particularly the Stein sense — the house when beliowing his noo-legato is currently functioning a large way through "I balen." n part of the time as an operatic mortuary. No singer is able to trovatore is one of the most elementally thrilling of all operas. For such a presentation give very much of bis or ber of it as the Royal Opera on this best in such circumstances, and so it would perhaps be fairest to spare Friday's principals occasion provided, "scandal-ous" is not too extreme a excessively close criticism. judgment.

exalted heights of Peter. Stein's new Otello production for Weish National Opera, a company per-formance that made opera seem the grandest and most serious of all the arts. The following evening it was back to the realms of opera-as-trivia, and the (sadly) far more familiar gloom induced by a visit to the arid plains of e Royal Opera "Centre of Excellence" repertory revival.

The revival in question was the latest appearance of n trovatore in its elderly but stillhandsome Visconti staging-a production now so ruinously ragged, under-rebearsed, and ill-lit (under the supposed supervision of Wilfred Judd) as not to deserve the name et all. Amidst this Schlamperei four "names," plus Richard Van

Allan's Ferrando, were sent intrough their disparate paces under the baton of Giuseppe Patané (who is surely a less pedestrian, lightweight, and slipshod Trovatore conductor. that he seemed to be on Friday).

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**Resalind** Plowright

"Every kind of routine is the title role, sang chandful of lethal," Peter Stein is quoted as quite personable, aesily-turned insisting in the Otello pro-pbrases, hut wes content for the gramme hooklet. From this rest to stick to his well-known rest to stick to his well-known impersonation of Italian-tenor-es-buffoon; Leo Nucci, the new season's shaming run of routine Royal Opera revivals, each one

Yet there were glimmers, even so, of the fine Azucena that Stefanja Toczyska (first seen here in the role two sea-Lunchtime concerts sons ego) has become; she wae almost the sole reason for lasting out the two acts I could bear to remain in the theatre.

certs, from March II to April In her first London Leonora, Rosalind Plowright was plainly 8. Each concert will last about suffering some form of throat 40 minutes, with seats costing £2, and will take place on Tuesailment; as we know that her Verdian gifts are considerable, comment must be deferred until days at 1.10 pm in the Queen full health returns (why no lunchtime package, which, for bouse announcement?). Franco Bonisolli, returning to £4.75, e programme, sandwiches and wine come with the ticket.

**Ouartet.** 

outer movements, elaboreted expressiveness in the third. What such inspirational conducting demands as a pre-requisite is an orchestra primed to deliver at maximum intensity, end this Salonen ob-tained unfailingly from the

his approac

Philharmonia, as secure in the hrass tirades of the first moveon the South Bank The South Benk is to run its ment as in the woodwind rst series of lunchtime con-country dance of the second. There had been equal concentrafirst series of lunchtime con-

tion for Ligeti's Melodian, a refreshing concert-opener coolly and relexedly played. In Beethoven's Emperor Con-

days at 1.10 pm in the Queen certo, however, both the con-Elizabeth Hall. There is also a ductor and the soloist, John Lill -a replacement for the indis-posed Alexander Toradze-had settled on a fiercely drilled read-The programmes will be the last quartets of Beethoven, pleyed by the Allegri String

catch the prodigious variet ance with more scenery Handel's string writing. Little sensuality, less gusto. Three hours of small-scale musicmaking in e theatre this size is too much. Is the plt too deep?

More joy from the stage: as Ariodante, Tatiana Troyanos with her heavy-lidded Tiepolo eyes presented e most elegant natural thing in the world. The dancers numbered seven in all travesty-hero. A few rough runs -thera is really no excuse for in a fearsome part mattered little. Colour and feeling showed how much Handel opera neglecting the dance element in modern revivals. can still mean to us. In tho stunning "Scherza infida!" some of the singer's expressiveness at last kindled the orehestra.

As the King of Scotland, Stafford Dean sang his lerghetto Stanord Dean sang his terghetto aria in the central act with imaginative stylisbness. To the villainous Polinesso James Bowman brought e valuable touch of fantasy. Laurence Dale (Lurcanio) and David Hillman (Odoardo) were the two tenors. ing; even Lill's planissimos had e steely glint. It was executed efficiently on its own terms, but they cast only a very partial light on the concerto es a whole. Roldani sang the role with an

opera is recorde greater unity. Dance and doing in the case of the soprano gesture (choreography by (I can't identify her with cer-Catherine Turocy), at first self-tainty) to whom fell a ravish-consciously mannered, quickly ing solo with female chorus gathered confidence while the and lacy violins in the betrothal eye grew accustomed to tho scene. style—it soon scemed the most No

No correction at all required for the chorus, which consis-tently gave the seoloists e largell unheeded lesson in clear diction. The English Baroque Soloists produced any amount

The water-nymph Scylla, in of vigorous and stylish sound. an off-and-on sort of wsy, loves Once again Mr Gardiner has the marine god Glaucus. He notahly enhanced our operatic unwisely consults the sorceress lives with an enlightening, Circe, who fancies him for her-keenly enjoyable experience.

## Saleroom/Antony Thorncroft Medals by the ton

No one was more relieved gallantry during the Normandy thet Ladysmith was relieved landings.

than Sir George White who had Christie's has split its modern than Sir George White who had defended the town for four British plctures department defended the town for four British plctures department against the superior into two-one section handling months egainst the superior forces of the Boers. For his efforts he got Gihraltar, hut in the more traditional paintings of the lest century, the other addition to the governorship there be was made a GCMG and the avant garde. Among the more conventional on Thursday is The Nottinghom Boat Club, painted in 1894 by Arthur a GCVO. There was really little else to give him because Sir George elready held indivi-Spooner. It was commissioned by the founders, who had hroken away from the Nottingdually more decorations than some regiments. He had won the VC in Afghanistan in the 1ste 1870s ham Rowing Club in rebellion

against a rule banning Sunday rowing. The club expects to receive over £30,000 from the painting. Harold Harvay has been ettracting very high prices in recent months, and two of his Newlyn works. The Mousehole and Bringing in the Washing, should approach £30,000 each.

Among the many small porcelain factories which sprang up in Germany in the late 18th century was that of Fulde. Its lifespan was hrief-from 1765 to 1790. Today Christie's is offering the largest single collection of Fulda-ware outside West Germany. The highest price should he paid for a figure-of Scaramouche, which carries an estimate of £15,000-£20,000. Made around 1770 it seems to be unrecorded in the literature and sales of Fulda. Sotheby's will hope to top this price tomorrow when in its

continental pottery end porcelain auction it offers an early 15th century Florentine albarello with a £25,000-£35,000

Union. The Order of Lenin is estimate. available for around £650, and Among the Japanese works availabla for around £650, and of ert at Christie's tomorrow the Order of the Patriotic War could be picked up for £200. In is the Samural sword bought contrast the Purple Heart, by Carl Palmer of the pop along with other gallantry group Emerson, Lake, and medals, given to war corre- Palmer when he was in Japan medals, given to war corre- Palmer when he was in Ja spondent Alexander MecGowau, studying the martial arts. It lete of the "Star," could make was made ebout 1688 by Yuki-£1,200. He received it for horo end could make £20,000.

Music/Nonday. Opens and Ballet/Tuesday. Theatre/Wednes-day. Exhibitions/Thursday. A selective guide to all the Arts ap-Arts Guide Feb 28-Mar 6 Wesetmore pears each Friday. wheels Barcelona, DX week religious music begins Mar 6 with London group Pro Cantione Antiqua conducted by Mark Brown with music by Byrd, Palastrina, Victoria, Navarro, Händel, Moriey, Cardoso, etc. Con-certs will be held at Church Sta Maria de Jesus de Gracia, Gracia S. (2017 frat) Ravel. Barbican Hall (Wed). (638 6891). in motion Lehar, Borodin, Barbican Hall (Thur). (638 6691). Music Ceveland Quartet: Beethoven, Bartok, Borodin. Queen Elizabeth Hall (Tue) (\$283191). ITALY **R J HOARE** PARIS Milan: Teatro alla Scala: A recital by Orchestre Colonne, conducted by Claude Bardon with Claude Helfier: mezzosoprano Taliana Troyanos ac-companied by Thomas Schuback (Mon). (809126). Leasing Limited varotti Master Class; Barbican Hall Claude Bardon with Claude Helffer: Haydn, Ravel, Stravinsky (Mon). Salle Pleyel (45610630). Dame Jamet Baker recital, Theatre de l'Athenee (Mon). (47426727). Orchestre de l'Ile-de-France conducty ed by Vladimir Fedosselev with lvry Gittis, Rimski-Korsakov, Sibelius, Stravinsky (Tue). Salle Pleyel (45610630). Orchestre de Paris, conducted by Géorge Pretra François Joel Thiol-Please write or telephone for full details about our vehicle leasing services. 81412 TAE, Tel: (0202) 768868 Telep: 41351 (Tue). (638 8891). and among his many other honours were the OM. the GCB. andon Mozart Players, Jane Glover, conductor, Engene Sarbu, violin: Haydn, Mendelssohn, Rossini, Mo-zart, Royal Festival Hall (Wed). ame: Auditorium in Via della Concil-izzione: Gluseppe Sinopoli conduct-ing three Symphonic Poems by Re-337 Poole Road, Bournemouth, Dorset BH12 1AE. Tel: (0202) 768 (301 tt 94). the GCSI and on and on: not bad for an ensign from Co Antrim. NETHERLANDS ing three Symphonic Poems by Re-spighi. (San, Mon, Tue). (654 1044). Also at Oratorio del Gonfalone: Vi-colo della Scimia 1/B – Via Giulia: 28rt 10.9 (928319t). Sir George was 64 when he held Amsterdam, Concertgebouw: Hubert Amiterdam, Concertgebouw: Hubert Soudant conducting the Nether-lands Philharmonic, with Rouald Brantigam, piano: Chopin, Bruckner (Mon). (718345). Rotterdam, De Doelen, Recital Hall: Rotterdam Philharmonic Chamber Ensemble: Schubert (Wed). (142941) Ladysmith, and by the time he died in 1912 he had emassed seven sets of post nominel letters end a Field Marshal **Kleinwort** Benson andon Sinfonletta with BBC Singers, Esa-Pekka Salonen, conductor, Paul Crossley, piano; Tristan Murail ondes martenot: Tristan Murail Cellist Francesco Vignanelli and pl-anist Hartmut Leistritz playing De-bussy, Beethoven, Schumann and Georges Pretre, Francois-Joel Thiol-her, piano: Ravel, Faure, Stravin-sky, Mussorgsky (Wed, Thur). Salle Pisyel (4561 0630). With effect from 1st March 1986 the Kleinwort, Benson Limited mortgage rate baton. (British premiere), Messiaen, Rob-ert Saxton (premiere), Dallapiccola. Brahms. (Thur). (665952). All can now be had for an will be 13.5% per annum, and the estimated £50,000-£60,000 at a Elizabeth Hall (Wed). personal loan base rate will be 12.5% per annum. BRUSSELS (1429tt). (9283191). Sotheby's sala on Thursday of orders, medals and decorations. onservatoire Royale Lieder Recital by Luigi Aiva with Carlos Rivera, pi-ano: Scarlatti, Schubert, Mozart Royal Phillharmonic Orchestra, Laszlo Heltay, conductor, Miriam Bowen, soprano; Stephen Roberts, baritone; NEW YORK SPAR It is the lergest the auction Carnegie Hall: Yale Symphony, Leif Bjaland conducting, Hindemith, Bu-soni, Schraker, Shostakovich (Mon); NOTICE TO HOLDERS OF Madrid: Midday concert by cellist Ele-na Mihalache and pianist Lidia Guerberof of music by Chopin and Debussy (Mon). Mozart Cycle, with bouse has beld and one of the (Thur). (5110427). John Birch, organ: Haydn, Brahms. Royal Festival Hall (Thur). best. Also on offer are a Distinguished Conduct Medal ITO-YOKADO CO., LTD. Soni Schreiter, Showakovan Jakou, Oratorio Society of New York. Lyn-don Woodside conducting. Mozart, Britten, Copland (Tue): Vienna Chamber Orchestra. Philippe Entre-LONDON 51,% Convertible Debentures Due August 31, 1993 (9283191). gained by "Butcher" Jack of English Chamber Orchestra, Eduardo Mata, conductor, John Lill, piano: Ginek, Brahms, Mussorgsky arr. London Concert Orchestra, Christo-pher Adey, conductor, Malcolm Binns, piano: Tchaikovsky, Grieg. entinian group Trio Mompou. Idacion Juan March (Mon). Cas-Argentin the 17th Lancers for his courage 53% Convertible Debentures during the Charge of the Light Due August 31, 1996 tello 77. (4354240). Mozart, Dvorak (Wed): Star-Scape Singers. Kenneth G. Mills conduct-ing. Dedrick/Mills: Fire Mass (New York premiere). (Thur). (247 7459). Brigade (he was drunk at the Parsuant to Section 3.04[1] of the Company Indentures dated as of Joly 1. 1978 and July Pell, respectively, relating to the above memione behaviores, noise as berefy given as follows: time), and an Indian Mutiny VC awarded to one of the "Bluejackets " who relieved Lucknow. The Company, has made a free distribu-tion of shares of its Common Starts to shareholders of record use of February 25, 1948 on Japan, at the rate of 1 new share for each 10 shares held. It carries a top estimate of CAMDEN £10,000, WASHINGTON One rather odd group of awards relates to the Soviet

rate of 1 new share for each 10 shares held. 3. Accordingly, the conversion prices at which the above methods of labornaries may he converted into abare-of Cammon Stuck of the Company have been adjusted effective and March 1, 1966, Japan Time, from Yen 750 Stiper share of Comon Stuck to Yen 662:30 per share of Cammon Stock for the 374 Convertible Delentares the August 31, 1958 and from Yen 353.90 per share of Cammon Stock for the 574 Convertible Delentares the August 31, 2956. TO Article Delentares 10 of August 31, 2956.

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National Symphony (Concert Hall): Serge Baudo conducting, Phylis Bryn-Julson soprano, Bizet, Ravel, Franck (Tue). Kennedy Center organization (254 3776).

Beethoven, Schubert, Stravinsky (Thur) (4358122).

CHICAGO

Chicago Symphony (Orchestra Hall): Daniel Barenboim conductor and pi-ano. Mozart and Tchaikovsky (Tue);

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Monday March 3 1986

# The end of an age of innocence

SWEDEN AFTER PALME

By Kevin Done in Stockholm

## The Swedish example

THE GREATEST tribute that effectively to put in social demo-can be paid to Mr Olof Palme, cracy's place. He was only 59 the Swedish Prime Minister when he was killed. who was assassinated oo Friday night, is that Sweden-Sweden democracy - will go on without

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Other assassinations in recent other assassinations in recent years at least had the semblance of an explanation. The murder of President Kennedy in the United States could be partly attributed to an underlying violence and readiness to resort to the gun in American society. The killings of Aldo Moro in Italy and Indira Gandhi in India had some policical motive, however depraved, behind them. If Mrs Thatcher had been destroyed by the Brighton bomb in 1984, we should bave known broadly who did it, and why.

Mr Palme's case was quite different. He lived in one of those rare democraciea where it was possible for the Prime Minister to go to the cinema with his wife in the evening and expect to be able to walk bome unescorted and unmolested. It would be unthinkable in London or Paris. That is praise for Sweden, even though last Fri-day the calculation was fatal.

#### Controversial

1

Mr Palme had long been a controversial figure, both at home and abroad. In Sweden he was sometimes beld to have given too much attention to international affairs, to have taken more interest in the third than the Nordic world, and economically to have leaned excessively on the redistribution of wealth rather than its creation.

Abroad, rather like Mr Pierre Abroad, Fainer like Mr Flerre Trudeau when be was Prime Minister of Canada, he seemed at times too good to be true. He appeared to moralise about the appeared to moralise about the affairs of other countries from the luxury of his own. And Sweden, like Canada, was a suitable place from which to do it: economically successful, with a relatively small population, and on the fringe of greater estates, Yet Mr Palme was also a survivor. After his Social the also a survivor. After his Social Democratic Party, which has ruled Sweden for most of this century, lost power in 1976, he came back again as Prime Minister in 1982. The centre and without an escort. We hope right parties which tried to that nothing much will change govern in the interim had because of one tragic aberra-shown that they had nothing tion.

cracy's place. He was only 59 when he was killed.

The tributes that have been made to him over the weekend bave been manifold; from the Stockholm. Swedish people, the rest of democratic Europe, from the eastern bloc and from the third "I have read in the papers about Kennedy and others, but in Sweden ......" said the stunned, disbelieving taxi driver world. The passing of no other prime minister would be quite so universally mourned. That who heard from his cab the sound of the shot that killed Mr Palme. Another reaction came from Bjorn Rosengren, a suggests that there is more to it than personal grief. It is an acknowledgement of the Swedish role m international and political affairs. Mr Palme may have been a supreme practitioner of it and at times his airs of self-complacency and comprise were infuriating. trade union laader, who met the Palmes hy chanca at the cinema on Friday night. "I said to my wife on the way home, 'it is a fantastic country when the Prime Minister can walk freely like any other superiority were infuriating.

Resilience

citizen '." The blood stains on the ice-encrusted pavement outside the But it cannot bave been only entrasted pavement outside the entrasted to an underground station had quickly been covered during the weekend with a thickening carpet of flowers, most of them red roses, the flower Olof Palme had the quality of the man. It was also the nature of the country. Swedan is officially neutral on defence, though it spends heavily, takes its Nordic responsibilities seriously, and is in effect neutral on the western side. Its contributions to such international fora as tha Con-ference on Security and Dis-arment in Europe have been invaluable. Where the country scores almost every time is that it continues to look after its own affairs, as well as looking abroad, with a degree of success. There are powerful Swedish multinational companies who can compete with the best. If their businesses go wrong, they are revamped and the country of Sweden. has been moving from at industry governed hy an elite towards wider participation. There appears to be an ever-present readiness to re-examine old certainties, and nowhere more so than in the evolving nature of social democracy.

Few other countries have such resilience. Shipbuilding has been allowed to go down rather than be indefinitely sub-sidised and there were signs before his death that Mr Palme had recognised that the shift in the halance of power towards corporate state had gone too far.

Above all, Sweden has remained a democracy where it seemed natural for the Prima Minister to walk to the cinema

IN THE COLD, grey light of have been able to live a fairly Sunday small groups still normal private life. In recent gathered, silent and dis-toring on the street courser foreign leaders have provided a believing, on the street corner where Olof Plane, the Swedish Prime Minister, was murdered shortly before midnight on Friday. He had no bodyguards. Why should he? He was taking stark contrast with the heavily stark contrast with the heaving armoured cars, the endless security checks, and the sufforating presence of secret service men accompanying the likes of US vice-president George Bush, US Secretary of State George Shultz, or the then Soviet Foreign Minister Andrei Gromvko. the short walk home with his wife Lisbeth from a visit to the cinema, Political leaders are not murdered on tha open street, not on Sweden, not in Andrei Gromyko.

It has been a relief to get back to Swedish normality after their departure. "Many of us have been threatened, hut wa never took it seriously," said Mr Sten Andersson, the Swedish Foreign Minister, at the week-end in the immediate aftermath of Mr Palme's murder. Mr Palme's death leaves an

Mr Pame's death leaves an enormous vacuum in Swedish politics: The Social Democratic Party leadership has rallied quickly behind Mr Ingvar Carlson, the deputy Prime Min-ister and one of Mr Palme's closest colleagues, in an imclosest colleagues, in an im-pressive show of unity and it was already clear by Saturday night that Mr Carlsson would take over both as Prime Min-ister and Chairman of the party. But Sweden will be a greyer place without Mr Palme. He has not always been loved.

He aroused strong emotions in both his admirers and his political detractors. He possessed an uncanny instinct for getting under the skin. of his opponents, for riling them with a withering sarcasm. But he also possessed a warmth in private and a mischievous sense of humour in public, which could prove totally disarming.

In latter years peering ont under bushy eyebrows, half-rimmed spectacles perched on a carried for decades at political rallies the length and breadth hooked nose, be still main-tained a boyish grin that chal-Swedes are not the first to But on Ssturday as the news spread that Mr Palme had been assassinated it was as if people langed his listeners to debate. Against the colourless back-ground of the Scandinavian political stage Mr Palme abone the more brightly. He was unrivalled as a rabhle-rousing orator. In last year's general election campaign it was above falt compelled to come out on to the atreets, to share their grief, sorrow and confusion with others, often to cry, openly, unashamedly. election campaign it was above

As an international states-man it was Olof Palme's cham-pioning of the rights of tha Third Workd, his campaigning gained them another three for disarmament and peace that set him apart. One message at the spot where he was mur-dered reads simply in Spanish: "Our Dove of Peace has died the same. It is the end of an of "aggressive egotistical neo-age of innocence. The country liberalism." His talent lay in has prided itself on being an his ability to make it appear as open society, its political if it was the Social Democrats leaders have been castly avail- who were on the offensive. He



Olof Palme: international statesmanship set him apart

Palme was, only the party's the party executive but most fourth leader since it was importantly head of Lo, tha founded in 1889, Following in powerful hlne collar workers founded in 1889. Following in the line of Hjalmar Branting, trade union confederation, way Per Alhin Hansson and Tage has often been at the head of the londer he took over as party some of the most fractions elements in the party, pointed out that Mr Palma "had the ability to hold together the Swedish Labour movement, I chairman in 1969 and has been Prime Minister for 11 of the last 17 years. It was already clear at the weekend that now the party has been rohbed of that unifying force, the main task facing Mr think Ingvar too has these qualities." Social Democratic in-fighting the sacial War of the taken too far, however. Where-

Social Democratic in-fighting (the so-called War of the Roses) has inevitably been dominated by economic issues in-recent years iwth the room for social reform drastically re-duced by a failing economy that has laboured under recession, because dofter and source course Ingvar Carlsson will he to hold Ingvar Carlsson will ne to hold it together, Mr Sten Andersson, for 20 years Secretary of the Social Democrats, and now, foreign minister, said Mr Carlsson had been chosen by the carisson had been chosen by the party executive as the new leader "because of his ability to see how to go forward and keep the party unified even on controversial questions." heavy debts and severe struc-tural inabalances. With the in-troduction of another tight hudget in January and repeated

Olof Palme was passionately interested in international out on the campaign trail again with a series of party meetings up and down the country simed at heading off tho affairs in his student days, and it was a passion that never left it was a passion that never left him. In the ringing personal tributes from a long series of leaders from Africa, Latin America and Asia over the weekend it is clear that the Third World feels it has lost one criticism—some minor elements on the left-wing had even called for his removal as party leader—and at channelling it into a commitment to fight for a new programme in the 1988 of its most important spokesmen alection in the West. Lacking the funds for expen-

sive new reforms the Swedish state is already heavily in debt and taxation is already higher than in any other country in the industrialised world—the Social Democrats have chosen to start the road to the next party composes in 1967 with the party congress in 1987 with the slogan "an offensive for justice." The party has heen trying to direct grass-roots frustration against some of the dubious business ethics and the inflated personal gains shown in some recent Stock Exchange deals and scandals, Having repeatedly denied any such intention, Mr Palme last week bowed to union demands and allowed a doubling of turnover taxation on share dealing. Under Mr Paime the Social Under Mr Paime the Social Democrats have proved a for-midable party machine and the path to the next election in Septamber 1983 had already been mapped ont. The new cam-paign was launched in early February with the ringing declaration, "Social Democracy is an opposition movement against injustices and lack of freedom." It is the sort of slogan that, combined with Mr Palme's compelling rhetoric, Palme's compelling rhetoric, would have proved a powerful weapon in the 1988 election

Education Minister,

campaign. Suddenly in the wake of Suddeniy in the wake of Olof Palme's assassination it is now Ingvar Carlsson, who is charged with carrying the Social Democratic torch. The 52-year-old deputy Prime Minister has worked closely with Mr Palme since the late tained 1950s and in several ways his career in politics has followed a similar track. He was Chairas he was at the final election rally in Gothenhurg last September. man of the Social Democratic

ville.

Youth League, while Mr Palme was chairman of the Swedish Students Union, Both worked as young men in the Cabinet office of Mr Tage Erlander, and both later held the post of Education Minister. With his commitment to causes in foreign fields Mr Palme—and through him Sweden-has often appeared to be tilting at windmills. He saw things very differently, bowever. It was his view that only a minority of countries possess nuclear weapons hut a majority of people in the world would perish if they were ever un leashed. Small countries there-fore have a right and a duty to struct up and he counted as Mr Palme has self-confidently held the centre of the stage, Mr

important strategists and ideo-logists. His appearances in the friends in international politics public spotlight have paled was Mr Willy Brandt, the beside the heavy presence of former West German chancellor Mr Palme and he has yet to and Chairman of the West Ger-match Mr Palme's charismetric and Social Development

that he can match Olof Palme's charisma substantial Swedish development aid to Vietnam, and has been a vigorous sup and has been a vigorous sup-porter of the new regime in Nicaragua. He appeared as at home standing beside Daniel Ortega addressing in Spanish the massed crowds in Managua

At the end of the 1960s Olof

Palme repeatedly earned the wrath of the United States as

he played a significant role in radicalising international opinion against the Vietnam War. In 1968 as a Swedish cabinet minister he marched at

cabinet manister he marched at the head of a torchlight proces-sion through Stockholm at the side of Hanoi's ambassador to Moscow. At Christmas 1972 Washington withdrew its ambas-sador from Stockholm when Mr Palme, by then Prime Minister, described the US bombing of Hanoi in a catalogue of the worst war crimes of history alongside atrocities such as Guernica, Trehlinka and Sharpe-ville.

During the 1970s Mr Palme

suddenly turned up at the side of Yassir Arafat in Algeria; a

year later he was sharing a platform with Fidel Castro in Cuha. He has steadfastly main-

Mr Carlsson has

yet to prove

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## **Brazil faces up** to inflation

BRAZEL'S creditors will wish President Jose Sarney well in his struggle against hyper-inflation. If Friday's measures -a new currency, a price freeze and partial de-indexation -fail to bring inflation under control, the prospects of eventual repayment of an external debt of \$104bn will recede atili further. The anti-inflation policy, which bears a striking resemblance to the approach taken hy Argentina last year, bowever, is far from a sufficient response to Brazil's economic problems. In the longer term,

a rapprochams. In the integer term, a rapprochement with the International Monetary Fund will probably be essential although this appears ruled out by domestic political considerations at least until November's congressional elections.

In the meantime, it is hard not to feel sympathy for Mr sarney, a comparatively in-experienced politician thrust into power last year, following the tragic death of Presidentelect Tancredo Neves. The President is negotiating a delicate transition from military to democratic rule against a back-ground of domestic political and labour unrest. Servicing Brazil's buge external debt is

equality.

almost uncannily successful. The economy grew at more than S per cent, a rate un-heard of since the late 1970s. The growth, combined with tight import controls, generated a trade surplus of \$12.4bn, more than sufficient to service the deht. Links with the IMF were severed and its austerity measures declared inappro-priate: the Sarney government declared that Brazil could grow

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The rohust economic performance enabled Brazil to persuade commercial banks, despite the IMF's absence, to negotiate the rescheduling of debt falling due in 1985 and 1966. The talks now appear to be complete--the final stumhling block having been the interest rate Brazil should pay on the rescheduled debt. on the rescheduled debt. Principal maturing this year is to be rolled forward to March, 1987. The question is whether the domestic problems, princi-pally inflation, can be solved within this breathing more within this breathing space,

If Argentina's experience is such as the Baker plan do not any guide, the price freeze and remain simply good ideas.

de-indexation -- assuming it can be made to stick—should sharply reduce inflation in the short run. The prognosis, how-ever, is not entirely encourag-ing: only a few months ago the Sarney government was arguing that, in the aftermath of military rule, the country's institutions were too weak to with-stand the shock of de-indexation. Much will depend on the public's response: the measures have been consciously slanted in favour of ordinary workers and against rentiers, financiers and business.

Price freezes and de-indexa Price freezes and de-indexa-tion can halt the momentum of inflation by altering expecta-tions hut they do not strike at the roots. Very high inflation almost always acts as an im-personal and hidden tax that allows a government to gain command of substantial resour-ces: very offen the same transces; very often the same transfer of resources could not, for political reasons, be achieved through open taxation. It remains to be seen whether Mr Sarney can both reduce inflation and acquire the resources to service Brazil's debts.

#### Investment

As the Sarney government has argued, rapid economic growth is desirable if Brazil is both to meet its international a formidable constraint for a government that is also attempting to tackle great domestic poverty and inobligations and keep the lid on domestic unrest. But the growin Last year, Mr Sarney seemed needs to be investment-led and not, as in 1984 and 1985, on

the back of a consumer boom. The trouble is that if Brazil tries to import capital goods on the required scale, its trade surplus may vanish and credi tors might not even get their interest. A developing country like Brazil cannot achieve sustained growth so long as it has its way out of trouble.

to transfer some 4-5 per cent of GDP abroad each year to meet det obligations, Develophe was branded an outcast by the East Coast banking estab-lishment. "I always knew there ment occurs when the capital was an Establishment, I just thought I was part of it," he said dejectedly after the event. transfers flow the other way. Brazil's struggles with infla-tion, debt and domestic poverty Weill, a "street smart" Brook-lyn-born trader, could face similar problems. But he has are mirrored throughout Latin America, which in total owes more than \$350hn. The region's prepared his ground better than Steinberg. Aside from his track record in building Shearson Loeb Rhoades, Weill can count on more support in the California

stability depends on sensible internal policies but also on attitudes in the international financial community. The crisis in both Brazil and Mexico underlines the urgent need to pravide debtors with longer-term, structural support. The feat in turning round Fireman's term, structural support. The onus is on the industrialised Fund won him considerable world to ensure that initiatives

المحمولة المراجعة المراجعة المنتشرة <mark>مستقدة بشينان والم</mark>تحد وإلى والمتعودين الحاروي المحمد المحم

respect. One associate describes Weill as "an obsessively brilliant net-

leaders have heen easily avail-ahle and accessible. Mr Palme himself might have been accused in recent years of becoming remote of adopting a presidential style, of exercis-ing an oppressive dominance over his government. But they are accusations which can only be understood in tha special in Sweden — until Friday night at least—public figures

Weill puts pressure on

The assassination

on Friday night

leaves an

enormous vacuum

in Swedish politics

Ever since Saul Steinberg, the controversial New York finan-cier, tried and failed to win control of Chemical Bank in 1969, major US banks have been considered off limits for workers" who has carefully Secretary Lord Young, had cultivated his West Coast con- been a particularly strong ally. the corporate raiders. tacts. Bank of America's director

But later today, the board of Bank of America, the second higgest US hank, will sit down in San Francisco to consider a are wel laware, too, that the group's share price could col-lapse if they rebuff Weill yet again. The pressure is on Sam Armacost to prove that he can do more for shareholders than Weill. new capital in return for being given Sam Armacost's joh as chief executive of the troubled Bridge the gap

bank. Rival commercial bankers find it difficult to take Weill's proposal seriously. But Wall Street is not prepared to write it off. "There is blood in the water," says one investment banker who has watched the bank's share nice rise over the

bank's share price rise over the past three weeks. Since word spread of Weill's offer, the group's stock market value has risen by close to \$900m. Weill has not been returning calls to bis small office in Man-

rebuffed as Steinberg.

Some of Sir Nigel Broackes's friends may be politicians but the Trafalgar House chairman seems to have become some-what disenchanted with politics. In the BBC Radio pro-gramme, View at the Top—a series of interviews with top executives — on Saturday, Broackes claimed credit for put-ting the Channel Tunnel "on the political agenda." Civil servants had been luke-warm about the idea until he warm about the idea until he rallied sympathetic ministers to calls to bis small office in Man-hattan's Park Avenue, but he appears to be assembling an impressive group of advisers, including Morgan Stanley, and his old firm of Shearson Lehman, which has promised to raise the \$1bn. Wall Street does not believe he will be as easily rebuffed as Steinberg. the cause, he said. Employment

Steinberg's bid to win control of Chemical Bank, at the tender age of 29, foundered because

don't what the Militant Tendency are moan-ing about-they should try being a Young Conservative here

**Men and Matters** 

urgings to the trades unions to show restraint in the current wage round the Government has again started to meet fierce resistance from the grass-roots

of the Labour movement. A rash of shop-floor protests Mr Palme's administration, with across the country in the wake other leading ministers such as

of the hndget have seriously worrie dthe party leadership. Mr Kjell-Olof Feldt, the Finance Minister, and Mr Sten Anders-Only three weeks ago Mr Palme son, the Foreign Minister, to realise that when we start led more than half his cabinet assuming wider responsibilities. to look for a successor."

ability to galvanise the Swedish Labour Movement. placed," he said at the weekend, having learned of the assarsina-It appears inevitable that the style of a Carlsson government will be very different to that of tion of his friend. "There are Individuals who are talented

and effective hnt who are still not indispensable. But Olof Palme's combination of intelligence, strength and humanity was unique and we will come

been a particularly strong ally. But having swung the Gov-ernment round to his view in late 1984, Broackes then had to look on while it chose the opposition CTG's rail-only pro-posal instead of his own rail, road and bridge scheme. That wasn't all, Broackes com-

plained. "Muddle and indeci-siveness in the Government" was hindering support for British contractors overseas, be gar House was on the losing

#### Relations between Govern-ment and industry had appeared

to be improving while Norman Tebbit occupied the Trade and Industry Department. But then Leon Brittan had not stayed long enough to make a contri-bution; and though Paul Channon was "a very nice man, I don't think his talents lie in

Broackes said he, himself, had "no political mission what-soever"---but if Trafalgar loses in its bid for Vickers, it would be no surprise if be were to find one. Council office

"A cast iron constitution and a strong stomach are essential to survive punishing overseas travel." But those qualities, demanded for a job coming on

#### Trojan horse

the market soon, may be no-thing compared to what the successful applicant will need before he/she ever boards an aircraft. Yes, the British Council has started a search for a new director-general to replace Vienna-born Sir John Burgh who is retiring next year after six years in the post. Under constant siege by critics, the Council states frankly: "The challenge begins

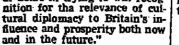
said, pointing to the Bosporus

Bridge contract where Trafal-

this direction."

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at home in trying to win recog-nition for the relevance of cui-



The director-general needs to be a fluent communicator, says the Council, to win the confidence of Government, academics, industry, the arts and last, hut by no means least, the media. Only then will Burgh's successor be allowed to get down to the task of managing an international organisation-promoting educational, cultural and technical links between Britain and 82 countries-with a staff of 4,200 and an annual hudget (at present) of £200m. Advertisements for the £55,000-a-year joh will appear

in the national newspapers soon. But the Council's board, under Inchcape'a chairman, Sir David Orr, expects to take at least six of the 16 months or so before Burgh departs to find tha right person. No amouncement is likely before autumn.

Service call

The Japanese passion for high quality customer service is well known. But even the most jaded Tokyo resident is still some-times surprised to discover the lengths to which a business will

go to please its customers. One night last week, a Tokyo-hased businessman received a phone call at bome at about 7.30 pm. The call was from a clerk at a local Mitsubishi bank. The clerk explained in hesitant Ine clerk capture in nestant English that the customer, who had changed a traveller's cheque earlier in the day, had forgotten some of his.cash. The amount. Three yen. Even

at today's exchange rate that is worth less than 2p. A phone call in Japan, by the way, costs Y10.

An unexpected hiccup for the National Coal Board's campaign to portray coal as "the fuel of the future." The Easington Colliery Officials Club, in the heart of the Durham coalfield is think-ing of replecing its solid fuel boilers with oil-fired central heating.

heating.

The caretaker confides that the anthracite boilers are "dirty, filthy and inefficient" and that there is "less work with oil."

Observer



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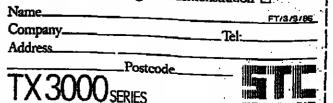
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والمرجوع والمرجوع والمرجع

NOT seer volty has read the entry off of the Mikhail Gor-bachev's marathon speech to the Sovies party congress last week, and no wonder: at a rough count if thus to about 45,000 sources. Hower still will have known onthe what to make of it, and again, no wonder: the language is offen so heavily coded in convoluted SovSpeak, that course will have taken away Congress will have taken away a clear idea of the message. Even they may have had some difficulty. Contradictory mean-ings can be drawn from the may legitimately woader if it is not the conflation of two oppos-

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not the conflation of two oppos-ing schools of thought. Take the long sections deal-ing with economics. Most com-mentators have focused on Mr Gorbachev's deminciations of economic inefficiency and his references to essential reforms: the shift of emphasis from quantity of production to quality of output, the shift of executive responsibility from central, planners to individual central. planners to individual

central, planners to individual enterprises. But others have been struck by the exetchiness of the pres-criptions for reform, and have speculated that the new leader-ship is really aiming less at radical changes in the basic mechanisms of the economic system, than at a leaner, more disciplined, more dynamic, and alightly more modern applicaalightly more modern applica-tion of the unwieldy apparatus. The ambiguity may not be entirely actidental. When I was in Moscow three months

oris amountain at sister and an another sister at an established at an Prime and an catalogue at arithms of the sister and an arbitrar and an arbitrar and an 19 19705 Mr Ra Fraced up at the Fracet in Alexa he was share in Fidel Case as steadfactive ago, the Economics Institute treated me and two colleagues to e long and enthusiastic account of economic reform ex-periments which had been successfully conducted on a selec-tive basis in various parts of the Soviet Union, and which would be generalised through-

arlsson has to prove t he can tch Olof s charism

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packets: This innovation apparently had a wonderful effect on pro-fluctivity; but none on the quality of goods produced which, I was led to infer, too often remained abysmall So in fature the bureaucracy will im-pace two new quality transards pose two new quality standards first class and world class and companies which fail in a

and companies which tail is a short time to meet the world class quality standard will have to go ont of production. Could things really pan out like this, or is it just a fairy drearly predictable. But have tale? The imposition of new a look at some of the more con-quality standards by administra-cillatory passages. and the second secon

UK nuclear

industry

From Mr S. Ghalib

#### FOREIGN AFFAIRS



Mr Gorbachev at the end of his epening speech at the party congress last Tuesday

tive flat looks like a way of pre-serving the power of the burean-cracy, by erecting a fall-back cracy, by erecting a fall-back bureaucratic obstacle in the path of the ultimate verdict of the market place. But if Soviet factories are in future to be forced to manufacture for con-sumers and not for the ware-house, as Mr Gorbachev vigorously implied, that verdict and the price/quality trade-off, cannot indefinitely be denied.

But the consequences would be a vast shift of economic power to the market place and power to the market place and away from the bureaucracy, to consumers and away from the epparatchiks responsible for pro-duction. Is such a shift com-patible with Soviet Communism, The fuzziness of Mr Gorba-chev's prescriptions last week may be explained partly by his personal preferences, partly by the occasion. By all accounts, he is resolutely opposed to siren

he is resolutely opposed to siren voices recommending a Soviet imitation of the economic liberalisations introduced in tory. Hungary: reform must not mean any departure from socialism. In any case, a party congress would not be the right audience for anything which could be construed as a lapse from sound Marxist-Leninist doxology, and his speech was dutifully sprayed with quotations from the propbets. So it is perhaps not sur-prising that he was more

eloquent in his reprimands for the sbortcomings and ineffi-ciencies of the existing system, than precise in his prescrip-tions for reform. We shall just have to wait and see what hap-

A similar patience will be required to fathom the true meaning of those parts of his speech which dealt with foreign

Letters to the Editor

pens.

The medium and the message By Ian Davidson

"(This) is a world full of problem, and it can only be bope.... But it is also a world resolved by political means.... overloaded with dangers and Needless to say, we attach concontradictions, prompting the siderable significance to the thought that perhaps this is the atate and character of the relations between the Soviet Union and the USA. Our countries have quite a few points of coinmost alarming period of his-

The course of bistory requires ever more insistently cidence, and there is the objec-that there should be construc-tive need to live in peace with tive and creative interaction are need to inve in peace with twe and creative interaction each other, to co-operate on a basis of equality and mutual the scale of the entire world..., benefit... The objective—I such interaction is essential in criter to prevent nuclear tions have taken abape in which catastrophe, in order that civili-sation should survive... "The need to inve in peace with the scale of the entire world..., is made socialism can proceed only and order that civili-sation should survive.... "The prevailing dialectics of present-day development cononly and exclusively in forms of peaceful competition and

sists in a combination of compeaceful contest." petition and confrontation between the two systems and in a growing tendency towards interdependence of the coun-Obviously, we cannot take all this peace-talk on trust, because we have heard this kind of thing before, with self-righteous variations. But a few points strike me. The first is the total absence from the speech of any threat that, if the Americans repudiate his vision of peaceful coexistence, the Soviet Union has an alternative, confronta-tional policy to fail back upon. The second thing that strikes tries of the world community. This is precisely the way, through the stuggle of oppo-sites, through arduous effort, groping in the dark to some

extent, as it were, that the con-troversial but interdependent and in many ways integral world is taking shape."

The second thing that strikes Or again: "To ensure security is in- me is his use of the phrase creasingly seen as a political quoted above: "groping in the

dark to some extent, as it were." The history of the postwar world has been a history of extreme certainty in Washington and Moscow about the right way to handle the confrontation with the other superpower. The trouble is that the certainty has changed every few years; in reality they have been, and are still, groping in the dark. To recognise uncertainty is not to solve the prohlem; but to acknowledge uncertainty may he a bint of fortune for its to

a hint of future flexibility. The third point is Mr Gorba-cher's description of the intar-national situation as "alarming." Needless to say, he blames the Americans, but he seems to pin his alarm mainly on the A Soviet leader who proclaims his anxiety may be advertising to his own people the need to move from rhetoric to compro-

Some people including the folks in the White House, seem to think that Mr Gorbachev roundly rejected President Reagan's counter-proposals for

in bolding empty talks." Well naturally; but what exactly are "empty" talks? A man who was prepared to meet President Reagan in Geneva last Novem-ber and come away with nothing but a smile, will be pre-pared to meet him sgein on the same basis in Washington. That is what the whole speech says. Mr Gorbachev has made three conditions for a Euro-missile deal: the retention of Soviet SS-20s in Asia; a freeze on British add French systems; and a nnclear test ban. Let me sug-gest why he must ahandon at

least the first two, He spoke warmly of the possibility of better relations with China, and in a striking phrase described Afghanistan as "a bleeding wound " from which "we should like in the nearest future. to withdraw the Soviet troops." Now the Chinese have identified three obstacles to better relations: the Soviet presence in Afghanistan, the Vietnamese presence in Kampuchea, and the military confrontation on the Sino-Soviet border. If the Russians want better relations, they will not make Asian SS-20s e sticking point, since they can cover ell relevant targets with longerrange missiles.

Mr Gorbachev no doubt likes to tread on western corns, by emphasising the contrast between US-Sovict proposals for nuclear arms cuts, with British-French plans for nuclear expansion

son For the moment, London and Paris have refused to meke any commitment until they see the size of the superpower cuis and guarantees against any growth in defensive systems. Perhaps Mr Gorhechev could force them to be more specific, earlier in the process; but be will not want to go so far. Because want to go so far. Because once Britain and France define exactly what they are prepared to offer in exchange for what, Moscow would find itself negotiating with three separate coun-tries with distinct interests. If be were to press the case thet far, we should know he was not

## Lombard

## Steeplejacks and secretaries

#### By Robin Pauley

BRITAIN is being proved a ment opportunities should be nation of chumps—and male equally available to men and chauvinistic chumps at that— women who want to become with humblating regularity in either secretaries or steeplethe European courts.

week's judgment by the Euro-pean Court in favour of the plain common sense more evi-dent on any Clapham omnibus than in the corridors of power.

the judges agreed that forcing a woman to retire at 60 or 62 against her will from a job in which a man would be allowed to stay until he was 65 is discriminatory and against EEC rules. This is only one of a string of indgments which show that however liberal and far-sighted the Equal Pay and Sexual Dis. the Equal Fay and occur Dis criminetion Acts might have looked when they were intro-duced more than a decade ago, they are currently not worth a

row of feminist posters. Successive British governments have been less successful than those in other countries in sweeping away patriarchal prejudices. Britain has appeared before the European Court on sex discrimination issues more times than any other EEC state. Indeed, Britain has the worst of all worlds because rules which discriminate in one way roundly rejected President be were to press the case that Reagan's counter-nroposals for a deal on the elimination of a deal on a agreement or onditional on an agreement or odds, it would require Britain of 5 and wait five years longer in the text.
 Moscow's terms. Not for the offict time anso of it it did, against a women discription of the period. In the best statilite means of monitoring Soviet—and American—ing Soviet SS-20s should be elimination of the use statistic corpe to become an antonomous actor in the tor-intred processes of arms control.
 Mr Gorbachev may desire true detente with Europe to become an antonomous actor in the tor-intred processes of arms control.
 But what he said about the said sout the money of fools." In accord ance with an understanding in Genera there will be another to it is that if ought to produce spratical results in key areas for equal pay for work of equal be as the start of something hig. We shall same thing, really. against women discriminate in another against men; some men

the European courts. The latest instance was last paid the same for the same veck's judgment by the Euro-work.

17

A key question comes at the end of a working life. The opti-mum is to have the same pension and retirement rights for is that to move the men's pen-sion age down to women'a et 60 would cost around £2.5bn a year. Retirement and pension for both

at 63 would cost £500m a year or less than a halfpenny on the basic rate of income tax. The prohlem here is thet women eagerly looking forward to re-tirement and pension at 60 would suddenly have to go on would suddenly have to go on for three more years. (Perhaps the only way for women to gain true equal rights today is for them first to surrender one or two?)

The best way forward would seem to be to combine flexibility with equality. This would be easier if ministers could be persuaded to consider genuinely radical reforms.

They should consider again the idea of allowing sli men and women in public and private sectors to retire within a five of 10-year span-say, between 60 and 65 or between 60 and 70with the pension age gradually moving down to the lower end of the period. In the beginning, early leavers might have to bear some loss of pension themselves, a loss which could be made up by buying personal pension top-ups if desired. Late leavers need not he given enhanced pensions hat they would enjoy enhanced income in the form of salary plus pension, all taxable for the

This is all very complex. The alternative is to face continuing ridicule in Europe, through its Court, for sex discrimination which looks the more foolish in a country with a woman Prime Minister still in office but already eligible for a state pension and a free bns pass, and a Queen only seven weeks away

FFITTETTETTE



to an

out the economy in the next couple of years. One of the problems of the Soviet Union is a labour shortage; but under the received rules, an increase in planned production by a factory auto-matically leads to an increase in its labour force entitlement. In the new experiment, the fac-tory would get the money for extra labour, but the existing labour faces would, in effect, be

able to choose between the hir-ing of more workers, or the

sharing out of the extra wage

packets:

From Mr S. Galilo Sir,—You continue to present the AGR (Britain's Nuclear Industry—Make or Break Year) (February 25) in the worst possible light. It has been pointed out on innumerable 17 4 21 12 VEL 101 122 225 102 225 occasions that the AGR designs relevant to the policy decisions on the resctor type to be made in the UK are those at Hunterston and Hinkley. Although pro-totypes, thay were built in ebout eight years, and the cost escalation was only 17-18 per cent in real terms. The pro-gress of construction at Torness snd Heysham II, based on ths Hinkley/Hunterston designs, and which are nearing comple-tion leaves no doubt at all that tion, leaves no doubt at all that AGRs on be built to pro-gramme and close to budget. Professor Henderson's com-

ments obviously referred to Dungeness "B," Hartlepool and Heysham I, which suffered long delays and large cost overruns. They were to different designs which will not he repeated and therefore are irrelevant to the

present considerations. The Hunterston reactors have produced about 2 to 3 per cent more output than design. A shortfall in the station output is due to the conventional plant. is due to the conventional plant, which is similar to those at modern fossil stations, and does not reflect on the reactor performance. Since on-load refuelling com-menced in 1982, the Hinkley and Hunterston stations have enjoyed high average load fac-tor center services and fac-

tors of nearly 80 per cent—a measure of their reliability. The on-load refuelting capabi-lity of the AGR is an important operational feature. Whether operational feature. Whether refuelling is carried out at full load or at reduced load of, say, 70 per cent makes little dif-ference—one or two percentage points-to the load factor. Sel Ghalib, (former managing director, The Nuclear Power Group Ltd.) 238, Washway Rd, Sale, Cheshire.

#### From Mr P. W. Wright.

Sir. - Given the heightened uncertainty about the future of fossil fuel prices and the track record of the nuclear industry it would seem rather meaningless for Devid Fishlock and Max Wilkinson to have illustrated their article on Britain's nuclear industry with comparative generation cost data based on the whole lifetimes of different plant. More appropriate would have been the CEGB's lifetime to dats data.

At March 1984 prices and using a 5 per cent discount rate (the same benchmarks used by your correspondents) the cost comparison on this basis is as follows (expressed in pence per more basic grasp of national kalanced relationship between kWh); Magnox 2.60, coal-fired economics and the questions architecture, plants and people. 2.38, oil-fired 2.77, Hinckley raised by the management of A backward glance at our archi-

> ... . .

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Point B 2.64 and Drax (first half-the most recently com-missioned coal-fired station) 2.46. In other words, nuclear power in Britain has not ye generated electricity cheaply than coal. more Philip Wright, Division of Continuing Education, University of Sheffield.

Medicine may be too strong

From Mr J. A. Foster From Mr J. A. Foster Sir,—I read the article entitled "Why the world economy needs a financial crash" (February 19) with good governments from hed governments? governments? Let us bope that Mr Hatters-ley never becomes Chancellor, but if he does let us pray that the Civil Service is strong ever-increasing astonishment. The impression which it left on The impression which it left of me was as though a doctor, seeing a patient with high fever, recommend an injection of typhoid bacillus. It may or may not cure tha fever, but the original, lesser, problem would be gone. enough to manage this foolish man and protect the basic financiel institutions which are the backbone of this country's future success. T. M. Finnegan,

Discipline and prudence are the time-honoured watchwoods for financial balance in private, public and national life and will

always remain so, I suspect. J. A. Foster. Barclays Bank, 491 Main Street, New Rochelle, New York.

#### Hattersley's view of interest rates

From Mr T. M. Finnegon Sir,—I read with interest the interview with Roy Hattersley by Geoffrey Owen and Philip Stephens (February 19). It must have been extremely frustrating for the authors because it seems

credibility. It often seems to me that in

who talks as though he has an "O" level in woodwork. The appalling damage that such a man could do st No. 11 Downing Street is almost too horrifying to contemplate and as I believe that we are almost certain to be faced with a component Labour administration after the success.

next election, we presumably have that prospect as a near-certainty. One can only hope ing, nor is it indeed a municipal that the men who lead the confusion of little aims, writh-Labour Party understand the ing paths, impossible contours hollowness of Hattersley's and water-worn rockery. Rather economic knowledge and look is it a dimension of nature round for a candidate with a added to planning. A proper

superficiality of many of those sometimes isolated projects chosen to represent the spirit of current architectural expression. Mr Amery implies the missed opportunity in such pro-grammes to make it cleer that they were unable to extract from Mr Hattersley concrete suggestions with any level of environmental success demands much more than intrinsically heautiful buildings. Many fine works of architecture, and some not so great, are sometimes wrecked by their insensitive setting, and a complete absence Roy Hattersley wa have s future Chancellor of the Exchequer of any understanding of ex-

ternal special design. In further programmes let it be seen that real success derives from teamwork with the contribution of the landscape architect a vital towards

Franklyn House, The Garden Village, Richmond, N. Yorks.

architects

**Role of landscape** 

Sir.—The review of TV's Architecture at the Crossroads series by Colin Amery (Fcb-ruary I4) hits hard at the latent

From the president, the Landscape Institute

Landscape architecture is not and water-worn rockery. Rather

> ------. . . . . .

From Mr C. Carler Sir,-Lex (February 25) continues its disparaging atti-tude to the use of currency options by corporates. Such a negative attitude from the Financial Times will un-doubtedly discourage some money. Roy Hattersley talks about money to industry at 2 per cent helow hase rate. Does be not understand st ell the forces which create interest rates? Does be believe it is the arbicorporates from using what has proved to be a vital tool in risk management. Some points should he made

corporates

trary decision of a bank or an individual? Or even of a government? Does he not understand that interest rates to balance Lex's comments on the Lufthansa case.

First, the record in the last 12 months of properly used currency option strategies, particularly those using low cost out-of-the-money series, has been subtrading for many and money supply are governed by forces greater than any one nation, greater than any one Chancellor, and it is the management of the economy within the conditions created by those forces that separate has been outstanding for many

has been outstanding for many corporates. Secondly, the capacity alresdy existed a year ago in the OTC market to accommo-date option requirements on the scale needed by Lufthansa. Thirdly, the primary property of an option for corporates is that of an insurance policy. that of an insurance policy. It can be structured to cover full risk, by way of at the money options, or to cover catastrophe risk, by far the most common use, by way of out-of-the-money options. Lafthansa did not need full risk cover at the 6 per cent level: what would have solved its problem was catastrophe risk cover, whose cost would

risk cover, whose cost would bave been as low as 3 per cent. Options and their properties must be better understood, not only in currencies but, in the case of Lufthansa, also in oil price and interest rates expo-sure. For they represent one of the few ways of paring the

risks of escalating volatility in ell markets from impacting their true business. Christopher Carter, Channel Islands

Money Brokers. 2 La Chasse, St Helier, Jersey.

#### Westland stake and Gadaffi

From Mr P. T. Frost

Sir.-tow that Sikorsky and Fiat have a keystake in West-land I wonder if Mrs Thatcher will give an official welcome to Colonel Gadaffi as a share-bolder? Also, will the Ameri-cans really want the Libyan leader as a shareholder in an USowned Nato military manu-facture? such facturer

Incidently, would the Amsricans ever allow Swiss nominee accounts to bold 20 per cent of one of their military manufac-turing suppliers? I don't think

Peter Frost.

11, Mossfield Close, Colchester, Esser.

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**FINANCIAL TIMES** 

Monday March 3 1986

## Terry Byland on Wall Street

- D-YUGUNUNU TT

## Equities in danger of overheating

THERE were times last week when the wild surge in the bond market rendered useless any attempts to apply ratiocality to stock prices. No atter how significant the role of the investment programme in modern markets, few managers could stand aside when long-term bond yields were plunging towards levels not seen in New York for years.

In general terms Wall Street remains very bullish for financial markets. The collapse of world oil prices has strengthened the case for the return to financial assets against a background of "low inflation, moderate economic growth, declining interest rates and a long cycle," as E. F. Hutton, the analyst, characterises it in its latest invest-

ment strategy report. But there are worries that the stock market may be overbought in the near term. The wild excitement in bonds enabled the stock market to brush aside the downgrading last week of IBM stock by Merrill Lynch, Salomon Brothers, Prudential-Bache and Cowen & company. The refusal to pay heed to IBM's own warning on first-quarter revenues is alarming, since Big Blue has been the market pacemaker over the past two years.

The erratic movement in the stockmarket on Friday lends credence to suggestions that equities are overbought and that investors ney's appeal that they belp the Gov-ernment enforce a price freeze dewould do well to look carefully at the technical pattern in some stocks. IBM is not alone in sending creed on Friday as part of a radical out warning signals, and some othnew attack on the country's 255 per er major names could be vulnerable to a shakeout. Stock in Deere & Company suffered a \$1 setback at were sacked by irate consumers on the end of the week but remains Saturday, and supermarket chains surprisingly strong for a group de-pendent for about 60 per cent of soon marked prices back to where they were before the freeze and published announcements in Sunsales on the farming sector. The stock has been supported by marday newspapers of full support for ket tales of an impending restruc-turing, buybacks and/or a takeover. the Sarney programme. The political success of the new attack on inflation depends heavily on the Government's effectiveness According to Mr Frank Prezelski

at Shearson Lehman Brothers, Wall Street may be confusing itself over in holding down prices. Salaries, afa relatively minor development at Decre, which told employees re-cently that it was going to consoli-date its finance operations.

In the absence of a hid, Deere re- reaches 20 per cent. The Governmains overshadowed by prospects ment says its programme, duhbed

## of support for strike BY MARGARET VAN HATTEM

NORTHERN IRELAND was last case of violence. But it was pointed night braced for 24 hours that could out that extra troops were already set the pattern of protest in the available, called in to protect con-province during the summer. If to- struction workers on RUC building day's strike in protest at the Anglo- sites from Republican violence. Irisb agreement attracts wide sup-Meanwhile, the citizens of Ulster port, loyalist leaders are likely to have been stocking up on candles, torches, paraffin lamps and camp-ing stoves in case of a total power try to step up the pace of resistance.

مرجعان والمرجوع والحي المروان والعمر والمروان المروان والمروان والمروان والمروان والمروان والمروان والمروان وا مروان مروان والمروان والمحي المروان المروان والمروان والمروان والمروان والمروان والمروان والمروان والمروان والم

However, Unionist political lead-ers appeared last night to be far from confident that the strike stoppage. Government and other workers not supporting the strike would attract sufficient support to bring the province to a halt. Differhave been dusting down rusty bi-cycles and organising car pools. Mr Enoch Powell, the only Unionences of emphasis, tone and interpretation between Mr James Molyist MP not taking part in the pro-

neaux's Official Unionists and the Rev Ian Paisley's Democratic Unionists also continued to widen. As groups of loyalist workers, paramilitaries and politicians met

at the weekend to try to co-ordinate tactics, the Royal Ulster Constabuland lary was drawing up plans to keep major roads unblocked and enable people to get to work this morning. All police leave has been cancelled. The Government last night denied extra troops were on standby to be flown in to the province in

BY RICHARD FOSTER IN BRASILIA

the weekend President José Sar-

Supermarkets in Rio de Janeiro

cent inflation.

could form even the basis for fur ther talks.

This marks a rift between Mr Powell and Mr Ian Gow, the most rominent Unionist supporter on the Tory right-wing until now.

Ulster Unionists doubtful West Bank

Mr Gow was instrumental in persuading the Prime Minister to make the offer, and he said afterwards there could not now be any justification for strike action. Mr Molyneaux continued playing down the strike over the weekend,

taking a markedly softer line than

Mr Paisley and his colleagues. On Friday, the Official Unionist executive called for a two-tier contest, yesterday supported the strike. Speaking on television Mr Powell said it was a "perfectly natural" pro-test, well within the law, and one be ference of talks, on devolution and on a new tripartite British-Irish would certainly be taking part in if framework, to replace the existing bilateral agreement. Although the party is still insist he were employed in Northern Ire-

Mr Powell added that, unlike his ing on suspension of the agreement party leader, Mr James Molyneaux, as a precondition for such a cooference, Mr Molyneaux did not rule out the possibility of preliminary talks with Mrs Thatcher – or even Dr Garret FitzGerald, the Irish he did not consider the offer of consultation and a period of reflection from Mrs Margaret Thatcher, the British Prime Minister, to Mr Molyneaux and Mr Paisley last Tuesday Prime Minister - without this.

## peace hopes hit by mayor's

#### killing By Andrew Whitley in Tel Aviv

MR ZAFR AL-MASRI, newly ap-pointed by Israel as Mayor of Nablus in the occupied West Bank, was assassinated yesterday morning on his way to work at the municipal ofthat enough of a head of steam had built up in the relationship between Nablus, the most important city nablus, the most important city on the West Bank, with a popula-tion of 100,000, was placed under a total curfew by the Israeli army as per cent shareholder to blow out not only two senior Standard execu-tives but also BP's reputation for

the search started for the lone Visiting the site, Lt Gen Moshe

to discover those who bad planned and carried out the attack. The killing of Mr Masri, a promi-nent local businessman, deals a serious blow to the bopes, expressed publicly in recent weeks by

both Israel and Jordan, that the West Bankers would free them-selves from the tutelage of the Pal-estine Liberation Organisation. "This is a terrible blow. It looks like a slap in the face for everything (Mr Shimon) Peres is trying to do, a senior Israeli official said last night. The Israeli Government last

month launched a revived version of a plan for greater local autonomy in the occupied territories, with the avowed goal of improving the quali-ty of life for the 1.3m Palestinians living on the West Bank and in the

the element of surprise to make the plan work. When the legislature re-opened on Saturday, labour leaders, tions in place of Israeli officials Following the apparently successful precedent in Nablus, negotiations were at an advanced stage with candidates in the towns of Hebron, Ramallah and El-Birah. These delicate efforts to persuade to patch up a shaky government coalition in advance of November

for their own affairs are now likely

in the hands of managers with a poor record of allocating capital. ty for his successor's death by what erational control by despatching



SHEERFRAME

L.B. Plastics Limited Firs Works, Nether Heaga, Darby DES 2.1.1, Tet. 1077385/2311. Telex: 377058

Britain's largest producer of uPVC window and door systems

ing a takeover from Exco, struc-

tured to keep Exco's cash resources

Yet if New York is any guide,

For a company that bas never een associated with the policy of the revolving door, British Petroleum's show of strength in the Standard Oil boardroom last week is most out of character. The obvious explanation must be the right one: Standard's management and its 55 STANDARD

> ny valued at perhaps 17 times this year's earnings on a \$16 North Slope price - and yielding 5.5 per cent - scarcely sounds much of an investment.

Standard was particularly un-hucky in its choice of holes in the grorund in which to bury the Alas-US; while US reserves can probably be picked up more cheaply from companies who have had the Pick-ens treatment and are being forced kan cash-flows; at the end of last year, it wrote off over a tenth of its net worth against dud exploration leases, coal and oil shale assets and into further asset sales to top up the value of their collateral. Anyway, at the copper mines acquired with Kennecott in 1981, BP swallowed all current levels, BP would he much that and even a last ditch \$400m inbetter advised to buy in its own shares than encourage Standard to make further stock purchases for vestment to bring the copper operations into profit one day. But that was before the price of oil began to its treasury.

#### **Merchant banks**

refining assets as BP had hoped in The tick of the big bang clock grows louder by the week. As of Saturday, members of the London the first place, its exploration expenditure - which has declined only marginally since the 1982 peak -Stock Exchange have been permitted to surrender full control of their businesses to outsiders endowed with much larger quantities of capi-tal. Meanwhile two exceptionally well-endowed foreign firms - Nomura and Merrill Lyncb - should tomorrow be voted into membership by the Stock Exchange Council. A stock market which has always operated on a capital base which would fit comfortably into from 1988. In effect, BP can no longthe shareholders' funds of either of the two new entrants is launching (valued at over \$6bn by the market) what amounts to a rights issue on an unprecedented scale.

should actually improve, L&C argues. If a merchant bank substitutes a £100m commercial paper programme for a £100m credit line, it will need to hold on its books just sufficient inventory to make a market in the paper. L&C also maintain that the marketability of the securitised loan should be reflected in a lower risk asset weighting, allowing the merchant banks to support more commercial paper than straightforward debt on a given quantity of capital. It is by no means clear that the

Bank of England would recognise that argument - securitised loans

This sudden infusion of capital is leaving the smaller independent needed - but disintermediation

intact, Morgan Grenfell is tacitly admitting the need for greater capital in the new world. The nervousness of the UK merchant banks will only bave been enhanced by Friday's missive from the Bank of England. The capital restrictions which may in future inhibit the use by merchant banks of imaginative takeover tactics could apply equally to bought deals in the equity or debt markets. The bank with the capital will, it seems, be the bank that can do the deal. 83 84 85 8

British houses should be able to operate adequately within their pres-ent capital structure. Several Wall Street investment banks - and dis-

count brokers - trade successfully off a capital hase of \$500m or less. On the assumption that Kleinwort Benson discloses only about three One of the advantages of man-agement control is that funds can be deployed more easily outside the quarters of its total reserves, the bank's shareholders' funds are broadly equivalent to those of First Boston. The difference is that Britisb merchant banks use their capital not just to support investment banking activities but to back up straightforward lending. If, as La-ing & Cruickshank has argued in a recent study of the accepting i houses, the banks run down the vol-

ume of their loan assets, capital would he liberated for use in corporate finance and trading. As corporate clients disintermediate - by replacing bank deht with marketable securities - the capital position of the accepting houses

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gency presidential powers just one day before the Congress recon-vened following a Christmas and carnival recess. He said he needed Gaz, Strip. Within the plan, a key element is the appointment of prominent local Arabs to run municipal administra-

wbo say the price freeze will not work, booed Mr Funaro and other ministers. But Mr Sarney has un-doubtedly strengthened his Congressional support with the new plan. Politicians say the drastic ac tion may have come just in time not only to halt rocketing inflation but

West Bankers to take responsibility Brazil's inflation has been running above 100 per cent since 1980, and Brazilians have grown accus-tomed to a continual erosion of

Mr Bassam Shak'a, a former their incomes, which they hlame on Mayor of Nablus, badly injured in a the Government and middle men. Jewish terrorist bomb attack, ac-By issuing his rescue plan and askcused Israel of indirect responsibiliing the public to make it work, Mr Sarney shifted responsibility from

An Israeli Cabinet statement said

Mr Masri's murder was "a blow to

the residents of the territories and

to whoever wishes to see progress towards calm and understanding."

It added that his death would not

deter the Government in its propos-

als concerning self-administration

as Mayor of Nablus - he took office

only last December - was anything

more than a temporary measure

and not a substitute for fresh muni-

cipal elections, something the Israe-

Alleged war criminal in court,

Page 3

li authorities refuse to permit.

Mitterrand

warning

in the occupied territories. Ironically, Mr Masri himself had never claimed that his appointment

has tended to turn up only some of the highest-cost oil in North America. There is now a strong prospect that the margin on North Slope oil will all but vanish into transport, tax and evaporation; last year's average price of \$26.5 a barrel could well fall to \$16 or less, while re-trenchment hy the other partners in Prudhoe Bay will mean a sharp downturn in Alaskan production

to come to a halt. "The chances of anyone coming forward now are very slim," an aide to Prime Minis-ter Peres said,

BP has now ensured greater op-

Sixteen years ago, when BP was all but overwhelmed by its North Slope findings, the deal made great sense: BP had no cash and Stan-Levy, the armed forces' Chief of Staff, said all efforts would be made dard had no oil. But it was eminently risky to hand over an entire exploration province and the lower 48 states to a refining and marketing company that had no tradition of access upstream.

with high turnover indicating surprising confidence.

The chemical sector has outperformed the rest of the market as collapsing oil prices have cut the industry's feedstock costs. Monsanto has been the frontrunner and at its present price is selling on about 24 times historic earnings and indicat ing Wall Street's expectations that

profits will rise to abont \$4.50 a share this year. These forecasts lean beavily on a

contribution from Aspartame, Monsanto's artificial sweetoer, of about a third of the total. However, it is believed that Monsanto will charge the costs of the G. D. Searle acquisition to the Aspartame area, leaving ic Affairs. industrial and agrichemicals to bear the burden of increasing prof-its on their own shoulders.

But Monsanto's agricultural chemicals were in loss in the final quarter of last year, and with the US farming industry still in deep trouble, it is hard to see where the improvement is going to come from this year.

Intriguingly, Monsanto, having said it is not interested in buying any of Union Carbide's cast-off businesses, has become the target of takeover gossip itself.

Stocks in Monsanto and Deere bave risen dramatically from their recent lows and both stock prices are now demanding a great deal from prospective earnings.

Both continue to attract heavy turnover and to participate in the market's surge of confidence. But both, significantly, have shown themselves vulnerable when the market showed signs of a correc-

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the cruzado plan after the new cur-ty a quarterly loss of 51 cents a share. Analysts believe the full year could be marginally profitable. Yet the stock was above 531 last week ing months. ng months. President Sarney decreed the zeal. Brazilians quickly perceived that wage and price freeze under emer-

**Brazilians turn on shops in** 

bid to enforce price freeze

allowed to get away with price cheating. Only hours after the plan

was announced, a Rio de Janeiro

fast-food outlet closed its doors.

Customers, suspecting prices were being marked up, broke in and stole

In Brasilia on Saturday food buy-

ers in one supermaket spent more

time policing prices than they did

buying. They piled up hundreds of items they claimed had been

marked up and called the police. Throughout the country price con-trol agencies were bombarded with

more phone calls than they could

handle, and newspapers offered help in handling complaints and re-laying them to the Government.

Concerned that shop managers

arrested over the weekend were bearing the brunt of the public's

anger, Finance Minister Mr Dilson

Funaro said business owners would

be fined and even imprisoned if

BRAZILIANS took to heart over they stood to lose if merchants were

their lunches.

wedge among the Palestinians. Two radical Palestinian factions opposed to Mr Yassir Arafat's PLO, himself to consumers. So far, they have accepted the challenge with

of the act.

Editorial comment, Page 16

opposed to Mr Yassir Artiat's PLO, the Abu Nidal group and Mr George Habash's Popular Front for the Lib-eration of Palestine, yesterday both claimed responsibility for the assas-sination. For its part the PLO quick-ly joined the Israeli and Jordanian governments in their condemnation of the act

tumble

While Standard has shown itself.

as able a manager and purchaser of

er afford to leave its investm

he said were its attempts to drive a two of its most admired younger UK firms - notably the merchant would have a positive effect on capi-wedge among the Palestinians. But it ap- banks and the discount houses - tal ratios whatever the risk asset pears in no hurry at all to seek con-trol of the company hy huying or having Standard retire the 45 per accepting houses will be fortunate having Standard retire the 45 per accepting houses will be fortunate backs and the discount houses - tai rados whatever the risk asset booking somewhat exposed. If capi-tai is indeed king, most of London's banks, the sterling commercial pa-accepting houses will be fortunate banks and the discount houses - tai rados whatever the risk asset banks, the sterling commercial pa-per market cannot come a minute cent minority. Indeed, an oil compa- to obtain a place at court. By agree- too soon,

## "Excellent overall performance."

This was a recent description of Oppenheimer's investment achievements over 1985, a year when our European Growth Trust out-performed all other authorised unit trusts in the UK.

1986 has started very well with statistics for the 12 months to 1 February 1986 showing 5 of our 10 funds in the top 100 of all 725 authorised unit trusts and, as importantly, none in the bottom 300.\* This excellent overall performance was achieved by active management as demonstrated by our 3 general trusts. International, European and Pacific, all of which were 2nd in their respective sectors over the last 12 months.

\*Source Planned Savings: offer to bid, income reinvested, 12 months to 1.2.86. 01-236 3885 (6 lines).

Mercantile House Group

Japan calls for interest rate cut BY GEORGE GRAHAM IN LONDON JAPAN has called on the US for a between foreign ministry represen-

concerted cut in interest rates by tatives, not the finance ministry leading industrial nations, a Japa- and central bank officials who leading industrial nations, a Japa-nese Foreign Ministry official said would decide on any interest rate this weekend. The call came during move. But the markets were uncontwo days of meetings in Tokyo be-tween Mr Reishi Teshima, the Japcerned about the precise allocation of departmental responsibilities in January when they reacted stronganese deputy foreign minister, and Mr Allen Wallis, US State Departly to similar remarks about concertment Under Secretary for Economed interest rate cuts by Mr Martin Bangemann, who is West Ger-The call is expected to arouse furmany's Economics Minister, not its ther speculation in the financial Finance Minister.

markets that interest rate cuts, at least in Japan and West Germany, may be imminent. Observers of governmental eti-quette will note that the talks were and the talks were ing industrial nations in London, that they had put over the idea that concerted rate cuts were not just

#### unlikely, but in practical terms impossible. "It was quite unrealistic to expect us all to announce interest rate cuts on the same day, just like that," said one central banker

Now, as they embark on a prolonged series of meetings leading np to the International Monetary Fund's gathering in the second week of April and the World Economic Summit in Tokyo in early May, they may have to set about scotching the idea once again. Officials hoped, after January's

hy-elections.

The financial markets are likely, however, to be disappointed if they expect any concrete moves to arise meeting of the Group of Five lead-

from these meetings. Surpluses increase, Page 4

## **Traders press tin rescue plan**

BY YOKO SHIBATA IN TOKYO

THE STEEP appreciation in the

value of the yen and the depressed

world semiconductor industry have forced Japan's six major electronics

groups to make a further downward

revision in earnings forecasts for

The companies initially gave con-

servative forecasts for fiscal 1985 in

The sharp rise in the yen since then has hit profits, while export

revenne in yen terms has fallen

markedly since the heginning of 1986. The companies efforts to hedge their export revenue with

forward currency contracts could

currency's appreciation.

the year ending this month.

#### BY ANDREW GOWERS IN LONDON

are owed bundreds of millions of pounds as a result of the tin crisis are to make last-ditch efforts this week to obtain a response from the International Tin Council to their

rescue plan for the market. There are fears that key legal objections on the part of one of the council's 22 member governments could still prevent an orderly resolution of the 18-week-old tin crisis. The rescue plan, which is in the form of a memorandum of under-

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tion.

BANKS and metal traders which standing and involves setting up a However, a meeting between the new company to take over the ITCs council and its creditors scheduled 85,000 tonnes of tin stocks and sell for Friday night was cancelled at them off gradually over about three the last minute after member govyears, is described as the final ernments had failed to resolve out-

chance for such a solution. It was agreed in outline by coun-cil delegates, bankers and brokers ply to reconvene today and bankers more than a week ago, and the remain confused about the position. ITC's member governments were asked to give their preliminary reactions by last Friday, with a view to putting the new company's training the new company's at a meeting of Community Induscapital in place by March 5. try Ministers in Brussels today.

vears.

cent to Y2,010bn.

na have fallen.

**Continued from Page 1** But he did not tie himself to choosing as prime minister the leader of the largest group in that majority – in all likelihood, Mr Jacques Chirac, the mayor of Paris. Mr Mitterrand was adamant, however, he would not allow an in-

coming prime minister to impose terms on him, as some leaders in the opposition have proposed. Mr Mitterrand said be would "turn a deaf ear" to such efforts.

## **Foreigners shy**

Hitachi expects pre-tax profits of Y170bn (\$941m), down 34 per cent omon Brothers, Morgan Stanley from 1984-85, while export revenues will fall for the first time in 19

NEC now expects a 16 per cent fall in pre-tax profits to Y108.3hn, having originally forecast a 6 per of the London exchange, which will cent rise to Y133hn. The company view of prohlems such as trade friccommunications equipment and computers would fail to offset a de-

clina on the electronic devices side, but total sales would still rise 6 per At Toshiba, pre-tax profils are expected to drop 45 per cent to Y80hn. Apart from the effect of the yen's regulatory system develops, with both the stock exchange and the international dealers' body Isro jost-

#### of London SE **Continued** from Page 1 US investment banks such as Sal-

and Goldman Sachs are also reluctant to apply, hut for different reasons. It is thought that they would find it difficult to comply for the time being with the complex rules

continue to protect single capacity operation - the strict separation of broking and market making.

Instead, they may wait to join until October, when the London market will switch to a dual-capacity trading system, and they may also want to wait and see how the new

#### rise, sales in the heavy electric manot keep up with the speed of the chinery division and exports to Chiling for position.

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Readings at mid-day yesterday:

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Yen rise hits Japanese groups



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## **SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES**

Monday March 3 1986



INTERNATIONAL BONDS

## ICI acts to retain Long road to narrower spreads forecast for Europe control in Malaysia

O TO SAY that spreads have wid- one. On the other hand, the dearth

London on Friday, writes Alexan-der Nicoll in London.

have shown impressive price gains last week but most were eclips ed by the breathtaking advance of New York. Although the value of new bonds on managers' books has been enhanced on paper, there is little sign that digestion of recent issues has been eased.

borrowers are likely to remain ettractive to institutional European investors, but corporates are un- maturities in the Eurodollar bond likely to meet much retail demand market. The recent launch of 20while investors perceive that the year and 30-year issues has proved outlook for the dollar is a declining a key test of whether there is suffi-

ened is a polite way of saying that of corporate issues could help to there is nobody buying Eurodollar bonds, said a syndicate manager in The volatility of the New York

market is not only reminiscent of US\$ Prev Other the Roaring Twenties but has also Fixed-rate dollar Eurobonds may made pricing of Eurobonds at have shown impressive price gains spreads above US Treasury issues Prev little more than a shot in the dark. With real yields in other main Prev Other Prev and apparently stronger currencies matching or exceeding those on dol-lar bonds, some bankers are predicting an upsurge in non-dollar

The general but not universal . Investors' focus, however, is on view in the Euromarkets is that absolute yields in an attempt to offspreads will tend to narrow, as they set the effect of declining rates on ways have, when New York stabi-, portiolio returns. On the other side, lises - as it was showing signs of do-ing in erratie trading on Friday. It could be a long process, how-ever. Sovereign and supra-national points for as long as possible.

The outcome of these two desires has been an attempt to lengthen EUROMARKET TURNOVER Turnover (Sm) FRN Other Com 20.0 1,313.9 146.8 284.9 2,831.1 1,708.9 7.5 311.6 23.9

5,219.5 5,030.2 930.3 2,152.3 284.9 2,831.1 7.5 311.5 3.5 1,190.7 220.0 Secondery Market US\$ 27,429.6 1,811.2 8,600.0 3,524.5 Prev 21,259.0 1,025.3 10,315.1 3,275.4 Other 8,523.4 193.5 3,093.5 3,415.0 5 59.1 2,547.9 to judge whether a large potential market exists. When all corporate 8,523.4 193.6 3,093.5 3,415.0 6,800.5 228.6 1,529.1 2,547.9 issues have been hadly lagging Codel Euroclear Total the 30-year ones. 33,976.1 32,726.9 8,445.5 7,458.2 14.089.5 48.065.6 45,730.9 16,498.8 14,472.6 13.004.0 8.053.3 Though American Telephone and

Week to February 27 1985 Source AIBD

> might well not cient appetite for such paper outside the US. The jury is still out. The World Bank, which last week issued 40-year non-callable bonds yielding 8.89 per cent in the US

market, has so far provided the best 103 hasis point spread over Treasuadvertisement for 30-year Euro-bonds. Fires. It was argued that the borrow-er, though unlisted and little known Kong subsidiary of Dai-Ichi Kangyo to % on the week.

Its \$500m of such bonds, with to retail investors, would be famil- Bank, with Manufacturers Hanover high liquidity and a top-class name, iar to the financial markets in as bookrunner. With an 8% per cent have tracked Treasuries fairly well. supporting the argument that the investors. Many bankers said, however, volatility of long-dated bonds is attractive to investors seeking specu-

that lack of awareness of Cargill's name would make it unattractive to retail buyers and that the relatively From the few corporate issues small size of the issue would reduce seen so far, however, it is difficult the liquidity needed to make a longdated market work. Among those who initially found 30-year Eurobonds attractive were

Treasuries, it is unfair to single out Japanese regional banks and thrifts which have found their margins But of the three, only one, Amoco squeezed. They saw the bonds as athas been by a triple-A borrower. tractive because they offered the highest yields along an already fair-Telegraph's name may ring a bell with investors, that of Cargill, the ly flat yield curve and because the danger of long-term currency dam- to gain between 1 and 1% points on privately owned commodities firm, age was reduced by the long matu-

per cent coupon and par pricing, was launched by Shearson Lehman Brothers International of the statement of Also launched on Friday was a

which Cargill deals and to Swiss coupon and a price of 101%, the issue was viewed as very aggressively priced.

Belgium, meanwhile, added another \$50m tranche to its \$250m issue launched earlier in the week. The relatively favourable response to the issue suggested that investors were undeterred by its reg istered form and high \$250,000

On the continent, the West Ger man market was the chief beneficiary of euphoria elsewhere, with New York's performance, falling oil prices and hopes of domestic interest rate cuts all beloing the market the week.

Sweden's recent issue climbed to 100% per cent from its issue price of par, and the Philip Morris issue. which came on tight terms, was also doing well.

Switzerland, however, was less

ICI of the UK has unveiled plans to policy requirement of 30 per cent. restructure its operations in Malay-Malaysian approval for ICI's con-sia to enable it to retain equity and trolling equity and management is management control while comply- seen as vital so that the enlarged ing with the Malaysien Govern- CCM can benefit from its technical, ment's new economic policy, writes operational and management Wong Sulong in Kuala Lumpur. knowhow end its patents, trade-The plan involves ICI transfer- names and trademarks

ring all its Malaysian operations The Malaysian Government to the Chemical Company of agreed to Nestle of Switzerland Malaysia (CCM), its publicly listed having 25 per cent control of its restructured Malaysian operation 18

subsidiary. CCM will be a holding company months ago, and ICI's scheme is be-ing keenly watched by foreign inwith four subsidiaries, each dealing ing keenly watched by foreign in-with four main business lines, vestors as reaffirmation of the Govnamaly the manufacture and sale of ernment's declared liberal investpaints, fertilisers, agrochemicals ment policy, which among other

and industrial chemicals. things allows foreign investors to The entire ICI Malaysian opera-tions last year recorded turnover of an area where trademarks, technolabout 500m ringgit (\$204m) and pre- ogy and international markets are tax profits of about 40m ringgit. crucial.

The enlarged CCM will have a lt is the intention of ICI, through paid-up capital of about 10m ringgit CCM, to participate in the Malaycompared with its present 30m ring- sian chemical industry, which has git. ICI will hold 50.1 per cent in been described by the recently pub-CCM, while the Bumiputra (ethnic lished Malaysian industrial master-Malay) share will be 42 per cent plan as "an infant industry" with compared with the new economic vast development potential

#### **EURONOTES AND CREDITS**

## Mexico's call for deal in debt crisis fails to shake bankers

MEXICO'S President Miguel de la Madrid is a man with his feet firmly on the ground, one banker said last week. Sometimes in Mexico, however, the ground is prone to chairman. quake, writes Peter Montagnon in Bankers London.

So it was that 10 days ago Mr de all the interest on its \$100hn foreign debt. Mexicans had made enough sacrifices, he said on television, and from now on creditors must also share the load. share the load.

LOST LACED rour years ago, when the deat transion. So what exactly is going would have hung like a sword of on? 1.00 NT 100. Damocles over the international fi-1221 harks 3 2 .. nancial system. Yet last week there 1 and 265 (21)

NEW ISSUE

ter, was closeted in urgent talks in Washington with Mr James Baker, Treasury Secretary, and Mr Paul Volcker, Federal Reserve Board nageable level.

Bankers now believe Mexico may not yet be at the brink. The first crumb of comfort has already come la Madrid announced that Mexico. from the fact that President de la suffering a massive loss of oil reve-Madrid has called for a negotiated Madrid has called for a negotiated nue, could no longer afford to pay solution to his country's problems, Today no one yet knows exactly what that solution will entail. In Washington US government officials denied a rescue package was themselves.

A first point is that Mexico clear-

going around. These suggest that, with some pruning of the budget anticipated increase in reserves,

needed. In Mexico government offi-Four years ago, when the debt. cials said a package was under dis-

ly needs fresh foreign finance this was hardly any sign of panic as Mr year. The question is how much In-Jesus Silva Herzog, Finance Minis- itial efforts hy creditors have concentrated on whittling down the rounds last week was that Mexico a loan the purpose of which was initial \$9hn figure to a more ma- would still like its commercial bank just to finance the fiscal deficit. finance to be provided partly in the

lative gains.

The next meeting between Mexi- form of interest rate relief. There is it, the financing might, however, be co and its creditor banks is more a strong aversion in the Govern- arranged, especially if part at least likely to be next week than this, but ment there to the notion of piling on already on Friday in New York extra debt just to cover its loss of oil some new indicative figures were revenues.

But many leading banks are still what is basically a conventional vehemently opposed to such an package. The banks and the US and imports, as well as a lower than ldea, not least because of the precedent it would set for other debtors. the total need could be kept close to They would argue for a straight for-\$6hn. Of that, up to about \$3.5hr ward loan at market rates, even though they also recognise such a might have to come from the banks deal would be extremely hard to Already figures such as these syndicate.

To push such a deal through the have begun to reduce the Mexican market Mexico would have to deemergency to more manageable monstrate it was capable of restorproportions, but uncertainties still remain over the country's stated eed for interest rate relief. One version doing the hanking Also bankers would look askance at ry interest at US prime, though Enskilda Securities. need for interest rate relief.

With an IMF programme behind of deposit (CD) rate. The other was financed jointly with the World

thereafter. some options open for arranging Government would prefer to try that first. Interest rate relief would

surely be a last resort. The Eurocredit and Euronote market meanwhile is becalmed, although Hanson Trust, as already reported, has arranged a £1bn credit through Chemical Bank, In Asia Korea Exchange Bank is preparing to launch a \$500m, eight-year creding confidence in its economic man- it. Expected terms include two

there would be a cap on the rate of 95 basis points above the certificate would bear a margin over London interbank offered rates for Eurodollar deposits of 1/2 per cent for the Bank. In other words there are still first two years rising to % per cent

> Malaysia is also sounding the market for \$500m. Banca Commer ciale Italiana has appointed Bank of America International to arrange an unlimited CD programme. Mit sui Bank has launched a \$150m five-year revolving CD programme through Goldman Sachs with First Interstate acting as agent.

Sweden's Aga concern has launched a second \$100m commercial paper programme through Credit Suisse First Boston and

conglomerate, has heated up with that has now been matched by Leucadia National, a New York fi- Leucadia. Leucadia nancial group, increasing its cash Leucadia holds 9.8 per cent of the offer hy \$2 to \$40 a share and the leasing hulk storage conglomerate arrival of a third contestant with a and says Merrill Lynch is confident higher offer, writes Our Financial the necessary financing can be found for its latest offer. Gabelli and Company is making a conditional cash and notes offer

Three-way GATX bid

BIDDING for GATX, the Chicago- ment banking firm, on Thursday

GATX said it would consider all genuine proposals that could beneworth \$42 a share valuing GATX at fit shareholders and had instructed \$549m. This bid tops the \$40 a share Morgan Stanley to discuss the offer hy Adler & Shaykin, an invest- Gabelli hid with the offerer.

#### Farmitalia to raise L390bn

FARMITALIA Carlo Erha, the Ital-iary which is listed on Wall Street, ian pharmaceuticals subsidiary of The Farmitalia issue hrings to the Montedison group, is planning L1,145bn the total amount of cash to raise L390bn (\$259.5m) through a which the Montedison group is rights issue on the Milan bourse, planning to raise this spring. writes Alan Friedman in Milan. Montedison itself is planning a

Proceeds will be used for acquisi- L555hn equity offer. Its Meta retailtions, according to Farmitalia, ing, financing and industrial subsidwhich is 75 per cent owned by Erba-iary plans to raise L200bn on the mont, another Montedison subsid- Milan bourse.

**JANUARY, 1986** 

NEW ISSUE



U.S. \$100,000,000

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S.G. Warburg & Co. Ltd.

Treasury Yields

ary 29, 1986

obruary 27, 1986

## **INTERNATIONAL CAPITAL MARKETS**

## US MONEY AND CREDIT Bond prices soar to eight-year highs

THE US Treasury bond market roared to eight-year highs last week. Longer term yields went into free-fall as retail investors and portfolio managers, buoyed by declining oil prices and re-ceding concerns about inflation, went on a buying binge. In the corporate market prices soared by up to fivo full points despite o record-breaking \$9.55bn in new corporate debt being brought to market.

Fed Thre Sbt-Thre 30-c

The last phase of the bond market rally—which has come despite a sticky Fed funds rate 20-y 30-y Now Now and little change in other shortterm rates-primarily reflects a fundamental reassessment of inflation prospects by investors prompted by the continuing plunge in oil prices.

Mr Paul Volcker, the Federal Reserve Board chairman, noted this sea-change in inflationary expectations last week in conexpectations last week in con-gressional testimony. Terming the recent decline in long-term US interest rates "quite re-markable." be said that there was evidence that investors' skittishness following a bout of interest interest in the violent inflation—as in tho 1970's—may be "working 1970's-may through."

UK GILTS

11

	Last	1 week	4 wks	-12-month-		
	Friday	890	890	High	Lov	
Funds (weekly average)	7.91	7.89	7.93	8,91	7.10	
e-month Treesury bills	7.02	7.03	7.06	8,75	6.6	
month Treesury bills	7.01	7.07	7.05	8.20	6.8	
se-month prime CDs	7.65	7.67	7.74	9,40	7.3	
	7.80	7.85	7.70	8.95	6.5	
tay Commercial Paper	7.50	7.60	7.80	8.20	7.0	
tay Commercial Paper	1.34	7.00	1.00	-	7.00	
US BOND PRICES	-		(%)	1	4	
US BOND PRICES	Last	Chenge On week	(%) Yield	1 week		
	Last	Change			8.90	
en-year Treesury	Last Friday	Change on week + 2%	Yield	890	8.90	
en-year Treasury	Last Friday 103%	Change on week	Yield 8.03	8 39 8 38	8.90	
en-year Treesury	Last Friday 103% 109%	Change on week + 2% + 4%	Yield 8.03 8.35	8 38 8 38	8.90 8.90 0.40 8.34	
en-yeer Treesury wer Treesury rear Treesury yeer "A" Financial	Last Friday 1025 1065 1105 1105 1105	Change on week + 2% + 4% + 4% + 4% + 2%	Yield 8.93 8.35 8.28 8.60	8,28 8,28 8,70 8,25	8.90 8.91 9.44 9.34 9.95	
en-year Treesury	Last Friday 103% 108% 110%	Change on week + 2% + 4% + 4%	Yield 8.03 8.35 8.25	8 38 8 38 8 82 8 70	8.90 8.90 9.30	

While Mr Volcker also re-peated his concerns that 5 pre-cipitous declins in the dollar store the 30-year long bond as low as 8.09 per cent on Friday morn-could frighten sway foreign in-the positive impact on inflation of declining oil prices, it is clear that the US market, for the market, for run-up. Navartheless, the Treasury long bond still managed to cling on to some of its Friday gains and ended the week 43 the moment, put more weight on the positive repercussions of

lower energy prices. In the bond market investors, gains and ended the week 43 including o substantial foreign points higher at 1104 to yield

8.28 per cent. Just a month ago notes: "The rapidity of the the long bond was yielding 9.36 drop in yields reflects a per cent and only crashed the 10 per cent barrier as recently as mid-November. The scale of advance—and the fact that improved inflation expectations. This suggests that the market participants regard tho near-term impact of oil and other step out along the maturity commodity price deflation as far spectrum for only modestly more important than any higher returns — highlights the longer term potentially harmful underlying bullish mood of the price effects of a falling dollar

market The rally in longer maturi-.93 ties, set against near static short-term rates and a still firm fed funds rate, has carried long-

term yields to within 110 basis points of three month rates on s bond equivalent basis. This compares with an average gap of 295 basis points over the past 12 months.

The yield curvo between Treasury long bonds and three months T-bills narrowed by 50 hasis points last week. Overall the yield curve flattened almor-as much in February as in the preceding 31-month rally. Sin-mid-October the spread between

crystallisation of substantially improved inflation expectations. and weak productivity.'

The last time long bond yields reached current lows was the key determinants of the Federal Reserve's stance, even in the spring of 1978 when, in contrast to the current position, sbort-term rates were rising and the yield curve was on the point of inverting. This time around Dr Kaufman notes: "The Fed funds rate has been the one constant in this period. It is unclear to what extant, if any the rally reflects investor expectations of essier monetary policy. On that score, the economy, the US dollar and

with an improving inflationary outlook. Therefore, easing is unlikely in the absence of

M1

long-term price stability remain agreements last week-the key First Boston figures. Traditional question for the US markets long-term issues represented is whather the explosivo rally about balf the total with the can continue. Last week's explosive rally

also prompted an unprecedented either disappointing economic deluge of corporate new performance or the removal of issues. With corporate bond constraints created by dollar prices advancing by np to five weakness." In the absence of an overt plunging by 35 to 50 basis Fed easing—the Fed did inject reserves through a succession fixed income securities were of large customer repurchase brought to market according to

rest including over \$1.5bn in mortgage-related debt and sbout \$2bn of convertible debt securities.

Last week's new corporate issues brought the year-to-date total to \$29.5bn-almost tripls the total in the first two months of last year.

**Paul Taylor** 

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5,90 6,13 6,20

6.10 9.40 7.14 9.21 6.59 6.64 9.39

Yield 10.97 10.73 10.50 10.49 4

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ST III

FT/AIBD INTERNATIONAL BOND

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Federal Reserve Monetary Target

bonds and bills has narrowed ". nearly 70 per cent. IS DOLLAR TRAIDHTS HFC 0/S F Chg. on Dr Henry Kaufman, Salomo: Brothers' senior economist Vicaa Imer 1 Imer 1 Ialan Iustra Iustra Iustra Ivatra Ivatra Iustra Iustra Iustra Iustra Iustra er Sank Jank ( JP Cal Jr Col Jr Col Jr Col Jr Col Br Col Britoll THE UK gilts market advanced tor borrowing requirement 9 per cent, but German bonds for a rebound; next week's strongly throughout last week, figures that the Government has have also heen making their money supply figuros, for in-with gains of up to 2 points at very little need for funding in mark. Stance, could show a resurgence the current financial year. Many dealers expect that the of hank lending. Many dealers expect that the of hank lending. ew Federal Government bond Oil, too, remains 8 problem especially with the Opec meeting looming just before a Budget that the markets are Calsse Canada CBS II Centru Chasel by no means sure to greet with Chube Citicer Citicer This was rubbed home on

Yields likely to stay under the 10% barrie	<b>Yields</b>	likely	to	stay	under	the	10%	barrie
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tha longer end, despite a ner-vous speil for sterling. Shorter yields have dropped by more than s full percentage point in the course of Fohruary and ths FT Actuaries high coupon 25-year yield feil from 10.67 per the longer end, despite a neryear yield fell from 10.67 per cent at the start of the month to 9.94 per cent by the end.

The move through the 10 per vantage of the current firmness cent yield barrior was rein- of the market. forced when the Bank of forced when the Bank of England took the opportunity to come out with the first tap stock since 1973 to be issued with a single figure yield. The E800m trancho of 94 per cent Conversion 2005 sold out im-mediately at a premium of 4 point, giving a yield of 9.85 per cent, and the Bank made little attempt to discourage the view that it folt these yield levels with the single figure yield levels attempt to discourage the view market in the past week owes much to the buoyancy of over-

that it folt these yield levols market in the past week owes much to the buoyancy of over-seas bond markets, which have been breaking through yield barriers of their own. Not only form, adding weight to the evi-dence of January's public sec-

presage o cut in the discount approval. rates after the Bundesbank's This w immediato need for funding, the meeting on Thursday. Government broker must be tempted to continue to take ad-

Mr Peter Fellner, gilt and monetary economist at stock-broker James Capel & Co, believes that the international dimension has now entered the The market, in turn, has been

London market. " The concentratiton had been very much on the negative effects of the falling oil price on the Chancellor's fiscal arith-metic," be said, "It has now switched to a less parochial and more optimistic view on world interest rates."

This change of focus may help the move towards lower shortterm interest rates, but there remain many obstacles to be overcome. Recent UK monetary data have been so good that, there is considerable potential

IOHTS	issued		meek	Yield	Rum
0/5 Fin 11% 94	100		-0%	10.56	Sany
11 89	75	707		8.22	Sask
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Sevings 12 89	125	104	+0%	10.20	Spek
Sevinge 12's 89		105 -	+0%	10.19	Seek
Dev Bk 114 93	100	1124	+13	9.34	Sask
the 114 90		1117		9.24	Scol
alle 114 95	300	116	+22	8.86 9.84	Sear
alle 114 99	100	120%	+3%	8.59	Sast
a 15- 88	75	112-2	+0%	10.06	Sean
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el Tekys 12's 92	100	1054	+14	9.62	9hee
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ol Hydro 121 14	200	1225	+4-	9,90	Sum
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Fin 11% 90		1165	+2	9.04	Owad
Not En 11% 95	500	1007	+0%	8.17	Swee
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ne 1112 92	100	104	+14	9,89	Swee
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brough 12 88	100	112	+0-	10.26	Taiya
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rp 0/S 10% 90	100	102	+0%	10.40	Tenn
rp 0/S 113 90	100	104	-0-	10.34	Texa
TP 114 92	100	1075	+0-	10.62	Texa
rp 115 97	200	1014	+0-	13.59	Texa
TP 0/B 14 94	100	1117	+14	8.89	Toke
114 92	125	1175	+0-	8.99	Toky
134 91	100	105	+0-	9.57	Teky
iad Int 12% 88	125	1074	+0%		Teray
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ork 13 91		101%	-0-	12.66	Worl
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Ht 13% 91	100	111	+0%	8.71	Wert
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Irk 14 81	100	1085	+14	8.45	Worl
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Intec Inc 3 99	50	127	+8	0.27	
Kyowa Hakka 6% 97	40	2044	+224	1.65	
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Avon Products 6% 91	26	36-	+0%	7.11	
Genmark 6% 92	20	1024	+1	6.20	
Dow Chemical 7 94	50	1024	+05	9.66	
EDF 6% 95	20	105%	+15	6.08	
Eurofima 7% 94	10	1057	+1%	9.42	
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Chemical Bank. 55 Water Street, New York, New York 10041

**Morean Stanley International** 

3rd March, 1986

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Gulf Oil 10% 94 100 1174 +0% 9.		Euro Coal & Steel 0 94 80 1174 +04 9.43
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Long Term Cred 12 53 100 103% +0% 10.1 Macy R H 11% 91 100 1027 +0% 11.2	Mariae Midland 3 09 150 100 0 83	STERLING Chg. on
Macy R H 11% 91 100 102% +0% 11.		STRAIGHTS issued Price week Yield BAT Intni 104 91 100 1014 +74 10.48
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Prudential Ina 124 6/ 150 1004 +04 8.4		Ind 5k Jan 12's Bi 5/10/89 1571 1 001 7 83
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Quebet Prov 121, 94 150 1121, +07, 9.5	Cease 7 97 60 280'2 +25	Taxaco Can 12's 92 1/8/87 60 +7 7.90
Queensiand Gvt 11% 89 100 108% +0% 8.7	2 Daiwa Secs 5 <sup>1</sup> 2 58 60 224 <sup>7</sup> 6 - 1 <sup>1</sup> 7 - 2,65	Trnto Osm 12 31 5/4/88 1357 +10 5.49

STRAIGHT SONDS: Yield to redemption of the mid-price. Amount issued is expressed in millions of cutrancy units except for you bands, where it is in

expressed in millions of currency units except for yes bends, where it is in billions. FLOATING RATE NOTES: US dollars unless indicated. Margia shove six-month affend rote (\$ three-manth; § shove mean rots) for UO dellare. C.cpn=current

CONVERTIBLE BONDS: US dellars unless Indicated. Pram -percentage gramium of the current effective price of buying shares via the recent share price.

WARRANTO: Equity warrant pram-exercise gramium over current share Bond warrent ex yld scorcles yield at current warrant price + Perpetual.

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Noranda

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## **INTERNATIONAL CAPITAL MARKETS AND COMPANIES**

## Murdoch raises \$1bn in junk bonds BY TERRY DODSWORTH AND WILLIAM HALL IN NEW YORK MB. RUPPERT MURDOCH the MS and the Market and the method is and the method in the method in the method is and the method in the method is and the

preneur, has raised more than \$1bn in one of the largest offerings of bigh yield securities, commonly referred to as "junk -bonds," in the New York finan-

NORANDA, the financially stretched Canadian resource group, suffered a net loss of C\$227.9m (US\$160m) or C\$2.17 share last year, following a \$4.5m or 32 cents deficit in the final atage of bis plans 10 US

1984. The 1985 results include a C\$274m provision on - "assets of doubtful value under forsee-able' economic conditions," partly offset by gains of C\$125m from the disposal of assets, including Noranda's share in two mining groups, Placer Develop-ment, and Pamour Porcupine

Mines. Operating losses totalled C\$78.7m; while Revenues rose fractionally to C\$3.48bn.

Noranda said the impact of the falling US and Canadian dollars on prices for its pro-ducts, and continuing economic growth, were "reasons to hope that 1986 will be a better year."

षिमेथुध्येत्रेत्रेत्वम् वीक्षेत्रे स भिन्नेत्रेन्द्रेत् न्द्रेत् न्द्रेत् न्द्रे भिन्नेत्रेन्द्रेत् न्द्रेत् न्द्रेत् न्द्रे The company expects to reach its goal soon of reducing debt by C\$1hn, from C\$2.7bn in midby C\$1hn; from Carron in 1985, without jeopardising its core businesses, which include forest products, zinc and gold. **Rio Algum**, the uranium, base metal and coat producer controlled by Rio Tinto-Zinc of the UK, lifted net income to a record C\$88.3m nr C\$2 a share last year, from C\$73.9m or C\$1.65 in 1984. Revenues rose

per cent in 1.23bn. The improvement is due largely to the contribution of Rio Algom's 68 per cent-owned copper, molyhdenum and coal mining subsidiary Lornex Mining, which moved from a C\$3.3m loss in 1984 to earnings of C\$24.1m last year. earnings from metals distribution also improved.

Rin Algom has recently begun to diversify by commis-sioning a tin mine at East Kemptville, Nova Scotia last aotumn; and sequiring an 89 per cent interest in Potash Company of America.

Half-year earnings of Middle Witwatersrand (Western Areas), or Middle Wits, the South African Anglovaal mining group's investment com-pany, have increased to R15.5m (£5.2m), or 160 cents per share, from R10.8m a year ago writes Kenneth Marston.

for 1985-86. 20%

MR RUPERT MURDOCH, the US capital markets appears to

cial markets. The money has been raised by Mr Murdoch's Fox television stations, which is buying six TV outlets from the Metromedia broadcasting group, aod marks

set up a fourth network in the purposes. Negotiations on the purchase, details of which are contained in what is believed to be the end of this week.

BY OUR FINANCIAL STAFF

The recent sharp rise in the persuade the bolders of Metro- cessful acquirer and operator of period.

MR RUPERT MURDOCH, the US capital markets appears to media's own bigh-yield securi- compacies." Anstralian-born media entre- bave helped the stock offering— ties to accept junk bonds issued Mr Pbillips said the S1bn preneur, has raised more than Mr Murdoch's first in the US— by Fox rather than cash. But offering was the largest issue of which even by current Wall because the Metromedia inves-Street standards is considered a tors opted for the casb alternabigh risk venture. According to the offer docu-ment, Fox TV's cash flow will not be sufficient to pay the divitive, he has had to proceed with a stand-by public offering underwritten by his investment backers, Drexel Burnbam Lamdends on the newly issued pre- bert and Allen & Co.

Mr Arthur Phillips, first vice ferred stock, and there is considerable uncertainty over whether the securities will be president in the corporate finance department at Drexcl. favourably treated for tax said he was "a little surprised

The riskiness is uncertained hodiers had decided out take contributions in the junk bonds accept Fox paper. take contributions in the junk bonds accept Fox paper. take contribution on the new stock to slock, a f

issued on Wall Street, began Mr Murdoch have opted for cash institutional investors, he believe w nine months ago and are rather than Fox Television added. "We think (t is an Murdoch expected to be completed by the paper. attractive investment because of finance t paper. Mr Murdoch had hoped to Mr Murdoch's record as a suc- stock wi

a single type of high yield security ever made in New York. Fox TV's increasing rate

exchangeable guaranteed ferred stock carries a 13 cent dividend in year one, ris to 15 oer cent in the third y If the preferred stock has

been redeemed by the end the third year, holders I rights to get shares in Mr 1 urposes. The riskiness is underlined that most of the Metromedia pany. News Corporation. The fact that most of the hodters had decided oot to In theory. Fox investors co

take control of News Corp.

Lumpur,

accept an 60m ringgit (532.5m) finance of the second by more than and the backs to rescue brokers in trouble over for-The rescue plan will now be dis-forward contracts worth hundreds

ward share purchase contracts, cussed on March 16. Under the new of millions of dollars, only five of writes Wong Sulong in Kuala rule, it stands little chance of being the 51 Malaysian broking compaadopted unless the Malaysian au- nies have forward contracts.

21

NEW INTERNATIONAL BOND ISSUES							
Berrowers	Amount BL,	Maturity	Av. Efe years	Coupon %	Price	Book Runtter	Offer yis %
U.S. DOLLARS		1.2					
Aoki Corp. 91	100	1991	5	41/2	109	Nomura Int.	4.50
AT & T t	300	2016	30	9	98%	CSFB, Salomen Bros.	6.17
Clastas 1	97.75	1966	10	8%	1001/2	Bangoe Paribas	8.54
Trafaiger Heuse ‡	100	1991	5	3	100	Kleiowort Benson	. 9.91
Renewe Inc. 1	100	1991	5	(41/2)	(108)	Baiwa Europe	
Pepsico Gap. Resources ‡	100	1891	5	87/2	101 1/2	Salomon Brothers	8.05
Bayerische Vareinsbank 1	100	1999	10	6%	100	Bayensche Varansbk	6.62
Japan Dev. Bank 1	50	1996	10	61/2	161	IBJ Int.	. 8.34
BATIF (s) †‡ Tokyu Construction "	100 50	1098 1991	10	1/2 (43/2)	189	Bacque Paribas	
Pasco Corp. 1	40	1991	65	141/21	100 100	Yemeuchi Int. (Eur) Niidao Secs. (Europe)	
Financiere CSFB (b) 11	150	-	-	V1	188	Lloyds Merchant Bank	•
Central Europe Int.Bk (c)11	30	1995	10	74	100	Nikko Sees. [Europe]	
Balgium 1	300	1991	5	B1/2	101%	Kidder Peabody	· . 8.21
Bergen Bank (d) 1	100	1891	5	10	100%	Man. Hanover	9.63
Hamwa Co. 1	100	1991	5	(4%)	100	Yamaichi Int. (Eur)	:
Haraws Co. 1	30	1991	5	(43/2)	109	Daiwa Singapora	
World Bank (e) ‡	200	20ZB	48	B 7/s	<b>99.83</b> 1	Salomon Brothers	9.05
Nippon Dii 1	150	1991	5	(4%)	100	Nomura Int.	·
Cargill Inc. 1	160	2019	30	91/4	189	Shearson Lehman Bros.	9.25
Dei-Ichi Kengya (H. Kong) 1	150	1991	5	B1/s	101 1/8	Man. Henover	7.84
CANADIAN BOLLARS							
Scobe Mortgage Corp. ‡	198	1591	5	10	1001/2	UBS (Secs)	9.86
Seers Acceptance Co. 1	160	1993	7	10	100%	Wood Gundy	9.92
Montreal Treatco ‡	50	1691	5	10	100%	Orice Royal Bank	9.93
NEW ZEALAND DOLLARS B. San Paolo di Torino 1	40	1585	31/2	18	100%	CIBC	10.57
D-MARKS					100 10	<b>4</b> 00	
Asian Dev. Benk ‡	280	1996	10	9%	991/2	Deutsche Bank	6.31
Wella Int. Fin. 91	130	1996	10	21/2	198	Beutsche Bank	2.58
Philip Morris 1	225	1996	10	6	100	CSFB-Effectenbenk	6.00
Ex-ten Bik Korna ±	188	1991	5	674	100	DG-Bank	6.67
Sweden ‡	300	1958	12	6Va	100	Deutsche Bank	8.12
SWISS FRANCS							
Emovias 1	50	1996	-	5 Ve	993/4	Cradit Suisse	5.15
FAI Financial Ser.	200	1388	-	(5-%)	]100}	Soditic	
Charter Medical #	100	2001	-	(71/2)	]100}	Soditic	
Tokyu Land Corp. **‡	70	1961	-	51/2	100%	UBS	6.09
ADB 1	209	2001	-	5%	100	SBC	6.37
Caocal ‡	291	1996 1996	-	5%	591/2	UBS	5.31
Portugal † Com. Nat. do Ridos **†	100 77.3	1951	-	53/a 43/4	1001/4	SBC SBC	5.37
Shindengen Elec. Maf. ** ¶	56	1691	-	(21/2)	100	Bae Paribas (Suisse)	
B	196	1992	-	43/4	100	SBC	4.75
fujsewa Phermac. **1	109	1991	-	47/2	28-14	Crédit Suisse	4.93
R. J. Reynoids St	280	1993	-	8	109	Mgn. Guaranty (Switz)	6.00
kada Bossan ***	20	1891	_	123/2)		Crédit Suisse	
lanwa Co. ** ¶	99	1993	-	(23/8)	•	Banca del Gottardo	
RENCH FRANCS	1.1			_			
rersa ‡	500	1996	10	<b>5%</b>	109%	CEF	9,68
iCUs Polysar Led.	56	1953	7	93%		Barapae Paribas	
			-			Danapar renuas	
ITERLING Inericat Medical 1	50	2011	25	974	88.255	Barclays M'chant Bk	11,30
JANISH KROMEB							_
B-HIMA 1	500	1893	7	91/4	161	Privatbanken	9.05
	-	2005	20	E11.	100	Balan Cana I	
Norld Bank **	38bn	2006	20	61/2 E1/2	100	Daiwa Secs.	6,98
Cowasaki Stad 1	186n	1983	7	51/4	101%	Yamaichi Int. (Eur)	5.02
roctor & Gentlie ‡ 18 ‡	25bn 25bn	1991 1999	6 10	5 9%	100 161 V4	Daiwa Europe Daiwa Europe	5.00 5.95
	43UI	1333		378			J. 101

"Not yet prized. ‡ Final ter 6 Deal currency. (a) (a) Laurched on US demost (a) Vs over Sen Liber. ents, (d) Vente bend worrant: (d) Coupon declines assually (b) Ve over 3os Libid, are calculated as ABD ba (c) 3/15 over 6 in Linor. tic merket, Note: Yields are to

This announcement appears as a matter of record only.

#### **Metals** chief in tax probe

DARMSTADT. - The bead of Andreas Zieringer Metallhuette. Metallgrosshandel the troubled West German metals firm, is inder investigation on suspi-cion of tax evasion, the public prosecutor's office in Darmstadt said

ago writes Kenneth Marston. The total for the year to last June was R20.3m and Middle Wits pald a total dividend of 105 cents....The company has already distributed an increased interim of 55 cents (45 cents) on Friday. for 1985-86.

PALMA BAT MAG

At the same time the two air-lines bave given details of the value is valued at almost by Ozark sbarebolders and the Departmeot of T \$250m, and subject to approval by Ozark sbarebolders and the craft " including DC9-30s and Departmeot of Transportation. Both airlines said they had been bit hard hy tough competitive with "the combination to make them where they operate "bubs," competitive with "the massive since the eotry last year of cutprice carrier People Express
 \$250m, and subject to approval "efficient smaller twin jet air including DC9-30s and access to short haul feeder air tough the sale of debentures and the sale of debenture

> Earnings down 15% for **Mitsubishi Petrochemical** BY OUR TOKYO STAFF

MITSUBISHI PETROCHEMI-CAL of Japan, in which Sheti compaoy was beoeficiary of Oil has a minority stake; declining costs for raw materials showed a 14.9 per cent fall in and fuels pre-tax profits last year to The new company of the proceeding of the proceeding to the proceeding of the proceeding of

showed a 14.9 per cent tall in and fuels pre-tax profits last year to Y13.04hn (\$72.34m). Net profits plunged to Y4.59bn from the previous tive divideod for the 30th anni-year's Y10.6bo, after Y1.7bn versary of the company's fund-lossor relating to the transfer ing losses relating to the transfer ing. For the current year, sales

ment section of a subsidiary to are projected to fall between Mitsubishi Chemical Indus-tries. Sales totalled ¥370.7bn, tax profits are expected to level down 4.8 per cent, off.

#### Ozark agrees to bid fom Icahn Pru HDW to reac OZARK HOLDINGS, the St- and Southwest Airlines. Mr Icahn said: "When I took Louis-based regional airline, has Ozark hegan to lose money control of TWA in January. I break-even

By Rupert Comwell in Bon

agreed to last week's \$19 a lo the summer and expects was well aware of the need for share cash takeover bid from losses this year, while TWA, growth to enable it to compete Trans World Airlines, the major which faces strong competitioo with the glants of the industry. carrier acquired in January by io many domestic markets. The acquisition of Ozark will Mr Carl Icahn, the Wall Street made a pre-tax loss of \$217.1m detver much needed facilities, her word construction of the industry. THE DRASTIC pruoiog car out at Howaldtswerke-Deuts Werft, the West Germao s huilder, enabled the k troubled company to break e last year — despite a steep

Its entire Hamburg-based op tions, consisting of its s

conversion of their feature which analysis rill put pressure on Mr to buy out or re- the Fox TV preferred ithun the three year	Pepsico Ga Bayerische Japan Dev. BAYIF (s) Tokyu Cene Pasco Corp Financière Central Eur
ning helps	Beigium ( Bergen Bur Hamva Ce. Hamva Co. World Bani Mingen (M



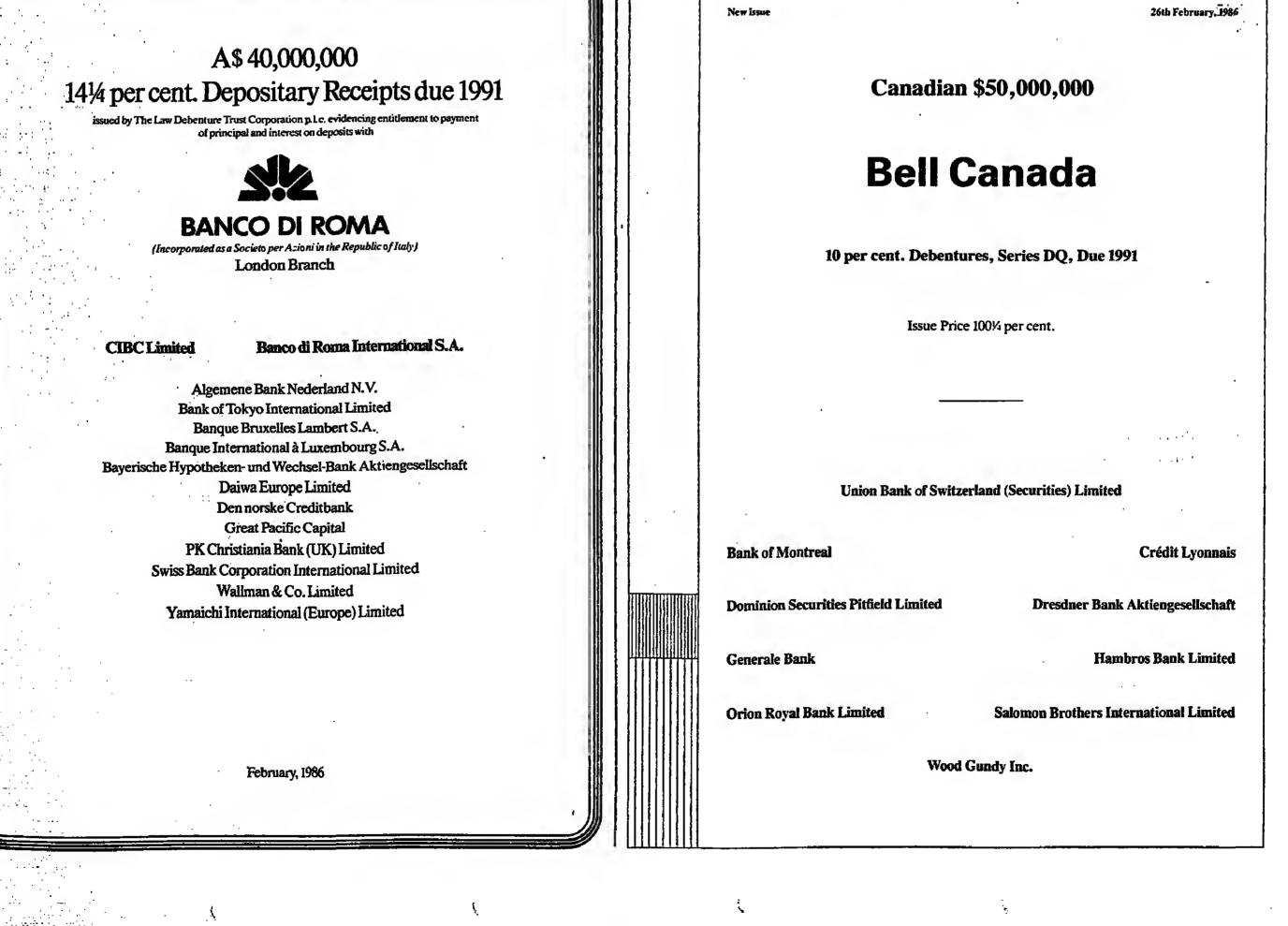
in turnover.

reflected a substantial gain productivity and shar reduced costs, and would furthered by the planoed centration of all HDW's husi in its Gaarden yard io Kiet Booked turnover tast y dropped to DM 707m f DM 1.61bn in 1983/84. Iou

# At the eod of 1985 HDW

repair and machine tool op tions, to Blohm und Voss, German shipyard

#### This announcement appears as a matter of record only.



#### 22 **UK COMPANY NEWS**

## Lonrho in link with Japanese

- A HOMADAY TE

Lourbe, the UK-based inter-Lourne, the UK-based inter-national conglomerate, and Nissho Iwai, Jepan's sixth largest trading company, have reached a basic agreemoot to work together on a variety of joint ventures worldwide, most likely in hotels and vehicle sales and distribution

in hotels and venter after the distribution. The deal, which was reached in Tokyo this week, calls for each company to invest in 8 portion of the other's equity. Nissbo Iwai yesterday refused to eav how large a stake each would the or on what terms.

how large a stake each would take or on what terms. The deal was believed to be the first link-up between a Japanesa trading house and a foreign conglomerate. The two companies are

The two companies are expected to exchange parsonnel in future to help promote the new nartnership. Further, en executive committee made up of officiale from both groups is expected to be formed shortly. The international bualnesses of the two groups are compatible as Yomrho has strong links to

or the two groups are compatine as Lonrho has strong links to Africa, where the Japanese group is fairly weak. At the sams time, Nissho Iwal'e Asian network is very strong, a plus for Lonrho.

#### F.T. Share Information

The following securities have the Share been added to Information Services: British Assets Trust 6 per cent Conv. Loan Stock 1995 (Section: Investment Trusts) Free State Cons. Gold Mines (Mines-O.F.S.) Friendly Hotels (Hotels and Caterers) Surface Coatings Granyte (Industrials) Klearfold Inc. (Paper, Printing and Advertising) Orange Free State Invest-ments (Mines-Finance) Really Useful Group (Leisure) Storehouse (Drapery and

Stores). UK Land (Property)

SELECTV.

THE DAI-ICHI KANGYO BANK, LIMITED

US\$100,000,000

22 per cent Convertible Bonds due 2001

NOTICE IS HEREBY GIVEN that at 8 meeting of the Board of Directors of The Dai-Ichi Kangyo Bank, Limited held on 21st February. 1986 it was resolved to make a free distribution of sbares to shareholders on record as on 31st March. 1986 in the ratio of 0.03 new share for each old share beld. The isne price is Yen 50 per new share (which will not be collected from shareholders).

In accordance with clause 4 of the Bonds, the Conversion Price of the Bonds will be adjusted to Yen 1,560.20 with effect from 1st April, 1986 (previous convorsion price Yen 1,607.00).

The Dai-Ichi Kangyo Bank, Limited, London

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## **Amari expands** into US market

#### BY DAVID GOODHART

Amari, the leading UK dis- distributes aluminium, stain-Amari, the feading UK dis-tributor of semi-manufactured less steel, copper metals and metals and plastics, bas industrial products to the announced a move into the US markets of Virginia, Penn-market with the acquisition of sylvania, Maryland and New Ontario Metal Supply of Balti-more for about \$5.4m (53.7m). Mr Jon Pither, the managing

Ontario Metal Supply of Balti-more for about \$5.4m (£3.7m). Mr Jon Pither, the managing It is Amari's first foothold in director of Amari, said ho the US, although it has a would be looking for profits of successful greenfield site busi-about \$8m from the two US successful greenfield site busi- about \$8m from the two US ness in Canada, and follows operations in four years' timo. (£80,000), but including all exceptional credit of £85,000 (£73,000). Stated net carnings were down ness in Canada, and follows operations in tour years into nearly a year of searching in In the calendar year 1984, which it looked at eight Amari had sales of f162m and different companies. profits of f6.5m. With the Amari is very soon expected months, and the US acquisiat 0.1p (0.4p) and there is again no interim dividend. A 1p single

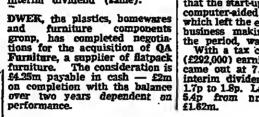
Amari is very soon expected to announce another US tions, turnover will soon be in the region of £250 a year according to Mr Pither. acquisition for a similar payment and the two companies "We are at the beginning of an exciting drive for growth which will make us the leading world distributor of semi-manutogether will give it a turnover in the US of ebout \$70m, ranking it at once in the top dozen non-ferrous metai distributors. Ontario Metals, a private com-pany making very small profits, factured metals and plastics," he said.

#### COMPANY NEWS IN BRIEF

**MAINMET HOLDINGS**, USM- 1985 on turnover down to quoted retailer and servicer of £48,000, against £214,000, which energy conservation products, included exceptional income reduced pre-tax losses from from the closure of the Milton £42,000 to £23,000 in the half Keynes operations. The loss per year to end-November 1985. 10p share for this USM-quoted Turnover improved to £993,000 company is stated at 0.84p (£543,000). Losses per 10p share (1.41p). quoted retailer and servicer of energy conservation products, reduced pre-tax losses from £42,000 to £23,000 in the balf year to end-November 1985. Turnover improved to £993,000 (£643,000). Losses per 10p share were shown as 0.98p (1.68p) and there is again no dividend.

SYNAPSE COMPUTER Services raised pre-tax profits to £201,200 (£168,400) for the balf-year to Jannary 31 1986 on turnover of £1.55m (£906,300). After tax £32,500 (£72,400) earnings per 5p share of this USM stock were 3.37m (£739). There is no AUTHORITY INVESTMENTS AUTHORITY INVESTMENTS profits recovored from £15,000 to £52,000 pre-tax for the aix months to October 31 1985. Earnings per chare are 1.64p against 0.29p. The directors say a major property letting will improve its 1986-87 figures. Thore is again no dividend. 3.37p (2.73p). There is no interim dividend (same).

cable television operator, reports nre-tax losses of £116,000 (£157,000) in the six months to the and of September



#### FINANCIAL DIARY FOR THE WEEK

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official indications are not always available whether dividends concerned are interims or finals. The sub-divisions shown below are based and interims or ford, Hertfordshire, 12.30 Sturge, General Council of British Ship-bullding, 30-32 St Mary Arm, EC., 11.30 Winterbottom Energy Tst, Great Eastern Hotel, Liverpool Street, 2C, 11.00 BOARD MEETINGS-The sub-divisions shown below are based mainly on last fillals. The sub-divisions shown year's timetable. COMOANY TODAY Appiedore (A. & F.; Connandt Rooms, Circus Queen Street, WC, 11.30 Street, Gueson, Albor Hock, Bothwell Street, Gueson, 1000 Hock, Bothwell Fieming Clausionics Invisionent Trust. 8, Crosby Street, Barbuch, EC, 2.30 Bonterprint, Ironmongers', Hall, Alder-date Street, Barbuch, EC, 2.30 BOARD MEETINGS-Fisons Merc Inv Tst Fleming Merc Inv Tst Johnstones Paints MigPernBds 2.75pc, Sige2adMigPerp Beimer (JFJ) 2.240 Cardia Property 1.29 City Site Estats 0.410 Continental Illin Overs Fin Corp 154pc GedNc 7.875pc Caewersion Spc 2000 Apc Fire State Day & Invest 35cb Grast Western Resources 1.43p Hardys & Handons; 11.9p Great Western Resources Hardys & Handord, 11.9p Hoog Robinson 4.37p Holt Lloyd Intl 1.65p Ingersoll-Ravd 65tts 
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 COMPANY MEETINGS-TOMORTOW

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 Communications, Armourest Hall, 81, Coleman Street, EC, 11500

 Patraio & Lake Nuron Railesy Stop 1st
 Michailes & Sons, 25, Old Cross, Herton
 S4275.61 WIDNESDAY MARCH 5 COMOANY MEETINGS-Blue Arrow, Comsopher Roomd, Great Queer Strett, WC, 11.00 Countryside Properties, Great Eastern Hotel, Liverpool Street, EC, 12.00 North Midlands Construction, Nung Close, County Estate, Hathwalk, Sutton-the Asbleid, Northnoh-mshire, 12.00 BOARD MEETINGS-

ing company, has entered into a year. conditional contract to sell Henlys Optical, its opticians. Prestwich shares were chain, to CooperVision, e US suspended of the company's company quoted on the New request at 148p, valming the York Stock Exchange, in a cash group at around £38m. Last year, deal worth of least £10.6m. Mr Brian Simmons, e Prest-wich director, and that the cash would be used for expansion and net assets of not less than acquisition in the entertainments £700,000. **BOARD MEETINGS** 

a following companies have notified s of bond meetings to the Stock lange. Such meetings no usually for the purpose of considering lands. Official indications am not lable sa to whather the dividends interima or finals and the sub- sions above below ora based ity on last year's timetable. TODAY terimesIndustrial Finance and stment, Michael Peter, Ramm Tex-	J. H. Smima, Gritish Vita, Microvitac, FUTURE DATES Interime; Belan
mais:—AMS Industries, T. F. and	t Amended

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Stockholders Far East Inv Thermit Far East Inv Mitchell Consumer Strobond Fund Mitchell Consumer DIVIDEND & INTEREST PAYMENTS-Aut: & Wiborg Bucchb 1996-93 4.125pc Bank of Greece 103upcln 2010 (Red) 2.6988cc, 103upcln 2010 (Red) 3.75sc Riue Circle Lede 9pcbb 1992-97 4.5p Christianis Bask Of Kreditstere Fitu Rate Subord Nits 1994 Status Phrat leiterstate Concreases NV Gtd Pitu Rete Subord Nits 1995 \$209.38 Phrat leiterstate DecConcidual 1981-87 Suc Junc Lingslan 1986-91.3.525pc Junc Lingslan 1986-91.3.525pc Junc Lingslan 1986-91.3.525pc

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Financial Times Monday March 3 1986

**RECENT ISSUES** 

#### EQUITIES

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#### FIXED INTEREST STOCKS

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#### **RIGHTS OFFERS**

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56 I	F.P.	10/3	44		Walker /C & W/15p	43pm	
16 ł	NI	-	28pm	16pm	Wates (City of London)	24pm	
10 j	NU	87/3	84pm;		Watsham'e 5p	34pm	1.00
60 I	HII	( <u> </u>	85pm	3pm	Westland	13pm	+ 18

Renuncietion date usually last day for dealing free of stamp duty. b Figures based co prospectus estimates. O Arstumed dividend and yield. F Fordest dividend cover on cominge epidated by latest interim statement. H Dividend and Yield based on prospectus or other official estimates for 1985. R Forcesst annonesed dividend, cover and p/e ratio based on prospectus or other official estimates. I indicated dividends: cover rolates to previous dividend: p/e ratio based on latest manual samings. e Forceast, or estimated ennoslikes dividend holders of ordinary shares as e " rights." e leaved by way of capitalisation. B Fiscing price. 53 Reintroduced, Ti issued is concection with reorganisation, merger or takeover. M Alforment price. % Uodeled securities market. II Dask to ordinary one preferance and one waterat. f Units comprising two ordinary and end cave and one waterat.

#### PENDING DIVIDENDS

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last yoar's announce-ments except where the forthcoming board meetings (indicated thus") have been officially notified. Dividends to be declared will not necessarily be at the amounts in the column headed ment last year." ' Annò

ne	amounts in the con	umn nead
	. Date	Announce-
:	Horizon	Your
	TravelMar 18	
	IMI Mar 26	Final 2.6
	BansonMar 11	-Final 9.0
	LødbrokeMar 28	Final 5.523

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## for the year, they state. Part of the fall in turnover during the half year results from reorganisation policies which have so far included the closure of the Coventry depot and a re-structuring of the central depot in London.

#### Intereurope Technology

CONTINUED WEAKNESS in the UK electronics industry con-tributed to a 12 per cent fall in pre-tax profits at Infereurope Technology Holdings in the six months to the end of December.

S W Wood

at near

breakeven

A significant reduction in general trading volume and the fall in metal prices has substan-

tially reduced the pre-tax profits of S. W. Wood for the ball year to September 30 1985. Turnover for this non-ferrous

payment was made in respect of

1984.85. The directors say that trade has currently stabilised and they are continuing a policy of rationalisation. But an overall

months to the end of December 1935. On turnover up by 9 per cent from \$4.22m to \$4.6m, pre-tax profits were down from \$678,000 to £396,000. The directors of this producer of technical documentation say that the start-up costs of the new computer-sided design system, which left the engineering design husiness making no profits in the period, was another factor. With a tax charge of £226,000 (£292,000) earnings per 20p share came out at 7.4p (7.72p). The interim dividend is lifted from 1.7p to 1.5p. Last year a total of 5.4p from nre-tax profits of £1.62m. evail era divis main

In tiles.

Oldhams Leisure's first-time con- confidence.

KLP acquired three companies last year—Robert Guy Services in January, Odhams Leisure in Angust and Systems Market Link HIGHLAND Electronics says

Angust and Systems Market Link HIGHLAND Electronics says in September—and acquired a despite the disruption caused 40 per cent interest in Bridge by the transfer of distribution Beheer, a Dutch sales promotion to Burgess Hill, East Sussex, agency, in June. The biggest profit before tax for half year acquisition, of Odhams Leisure, Edit State (1990) Pre-tax profits rose by 41 per of f6.36m (f5.69m). Earnings cent from a restated f962,000 to were 3.58p (3.17p) and interim f1.36m in the year to last dividend is 1p (same). All sub-September. However, most of sidirales are profit earnings and the increase was attributable 10 directors view the future with Oldhams Leisure's first-time con-

**KLP £2.7m rights** 

to cut borrowings

KLP, the USM-quoted sales tribution-the existing activities

promotion group, is to raise were held back by the cost of £2.65m net through e two-for- setting up KLP Scotland and nine rights issue at 255p a share. KLP Gronn Services and by the The group says its aim is to loss of a big contract with Asda. reduce borrowings incurred KLP's shares closed 5p down

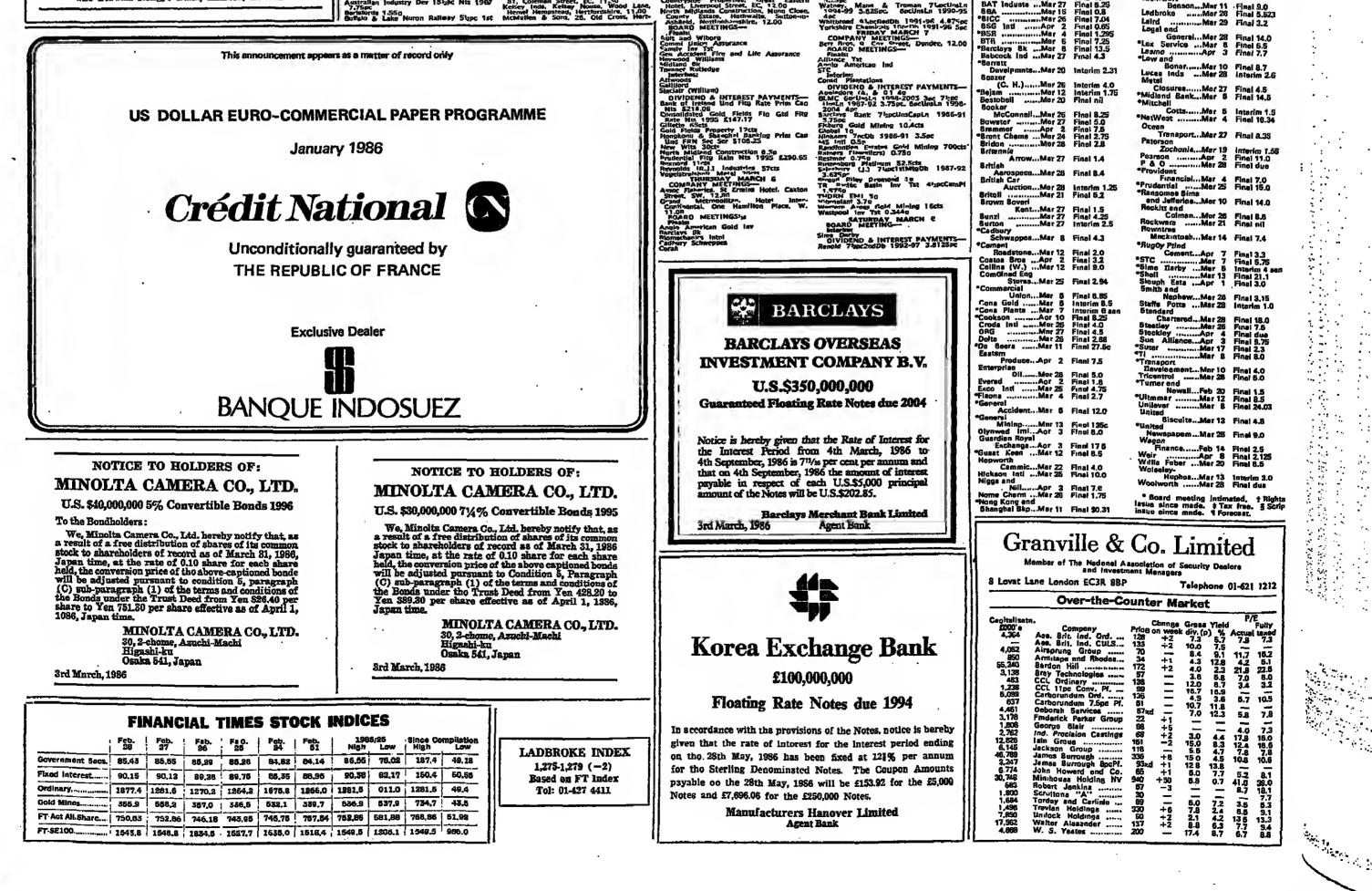
through acquisitions and expan- at 300p after the announcement sion. on Friday.

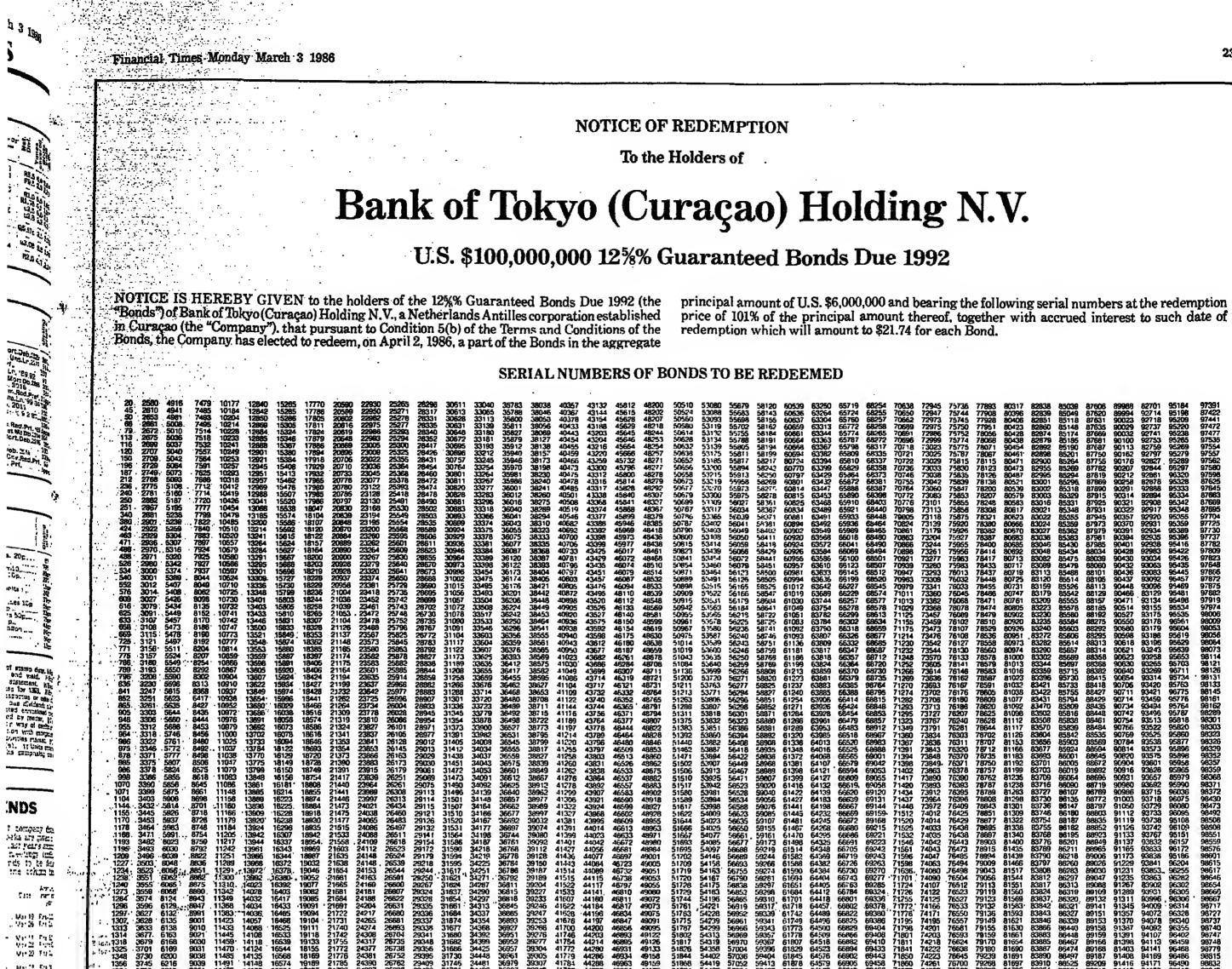
## **Prestwich in optical sale**

#### BY LIONEL BARBER

BY RICHARD TOMKINS

Prestwich Holdings, the diver-business which was expected to sified Manchester-based engineer-provide the bulk of profits this ing company, has entered into a year.





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arise	1383         1383         1384 <th< th=""></th<>
ption will be in Luxembourg and Bank of Tokyo (Switzerland) Ltd. in Zurich, except that payment of the above mentioned accrued interest will be made only at the aforesaid office of any Paying Agent	<ul> <li>Lago Reg. 37:7</li> <li>Lago Reg. 37:7</li></ul>

made on or after April 2, 1986 upon presentation and surrender of the Bonds to be redeemed. together with all appurtenant coupons maturing subsequent to April 2, 1986 at the principal offices of any of the following Paying Agents, namely, The Bank of Tokyo Trust Company in New York City, The Bank of Tokyo, Ltd. in Brussels and London, The Bank of Tokyo (Luxembourg) S.A.

above-mentioned accrued interest will be made only at the aforesaid office of any Paying Agent other than the Paying Agent in New York City.

On and after April 2, 1986, interest on the Bonds to be redeemed will cease to accrue.

BANK OF TOKYO (CURAÇAO) HOLDING N.V. By: The Bank of Tokyo Trust Company

as Fiscal Agent

#### Dated: March 3, 1986

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Notice of Redemption

TO THE HOLDERS OF

#### **Occidental International Finance N.V.** 16¾% Guaranteed Notes due 1987

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of Section 3.01 of ARTICLE III of the Indenture dated as of March 1, 1982, (the "Indenture") among Occidental International Finance N.V., Occidental Petroleum Corporation and Chemical Bank, as Trustee, (the "Trustee"), there is hereby called for redemption on April 1, 1986 (the "Redemption Date") all of the 16% Guaranteed Notes due 1987 at the redemption price of 100.5%, together with interest accrued thereon to the Redemption Date (the "Redemption Price").

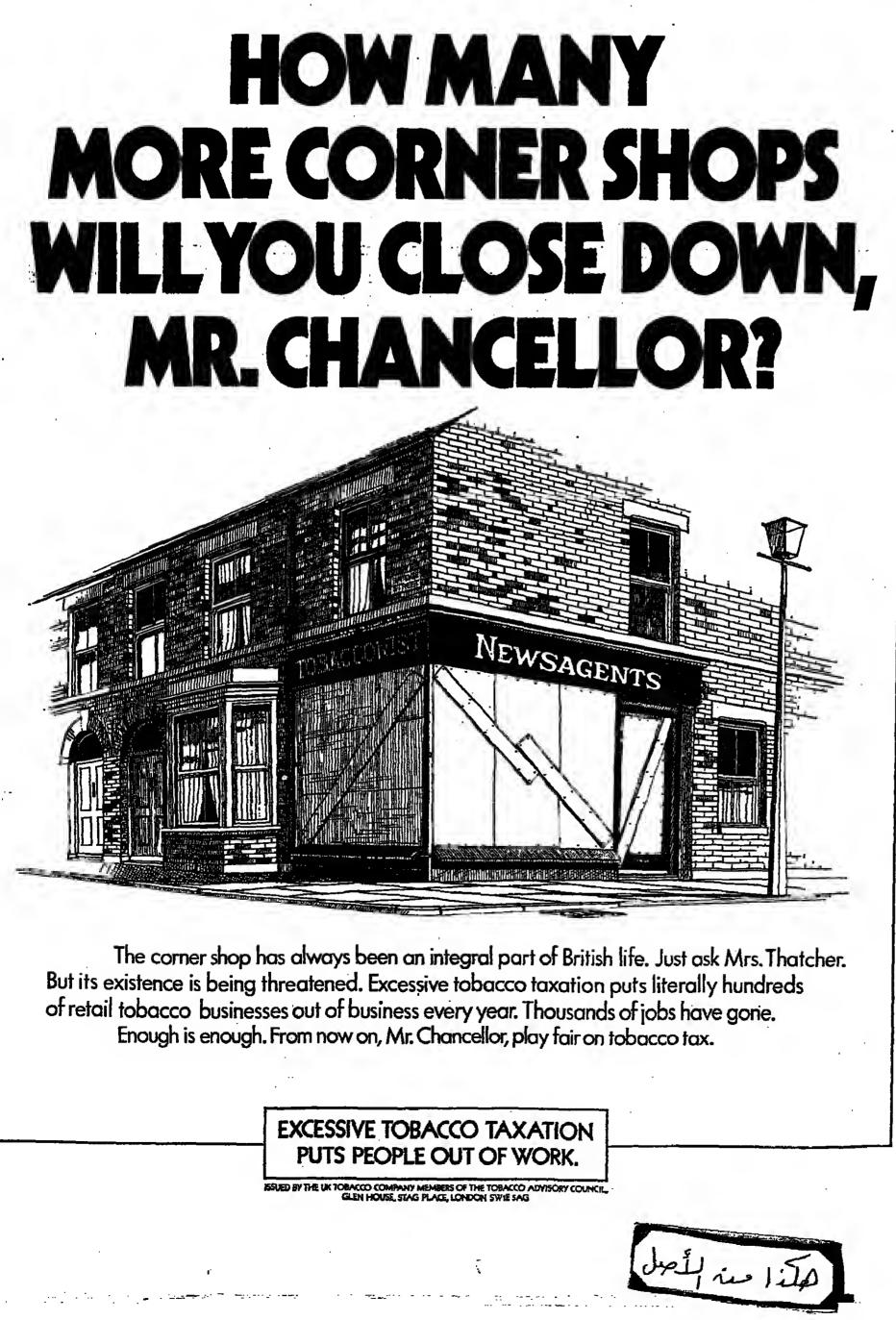
On and after the Redemption Date the Notes will become due and payable upon presentation and surrender thereof, with all coupons maturing subsequent to April 1, 1986, attached, either, at the option of the holder, at the office of Chemical Bank, Corporate Trust Tellers, 55 Water Street, Room 234, 2nd Floor North Building, New York, New York 10041 or at the main office of Swiss Bank Corporation in Basle, the principal paying agent, or at the main office of Algemene Bank Nederland NV in Amsterdam, or at the main office of Banque Bruxelles Lambert S.A. in Brussels, or at the main office of Westdeutsche Landesbank Girozentrale in Dusseldorf, or at the main office of Swiss Bank Corporation (Luxembourg) Limited in Luxembourg, or at the main office of Banque de Paris et des Pays-Bas in Paris.

interest on the Notes so designated for redemption shall cease to accrue on and after the Redemption Date. All coupons maturing after said date which appertain to such Notes shall be void. Coupons maturing on April 1, 1986. should be detached and surrendered for payment in the usual manner.

> **Occidental International Finance N.V.** By: Chemical Bank, Trustee

Dated: February 24, 1986

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Financial Times Monday March 3 1986

INSURANCE

## New moves to revise \* sales force control

#### BY ERIC SHORT

REVISED proposals for stricter lems simply because of the sheer numbers involved and the geogracontrols on life assurance sales peophical spread.

ple could introduce a system of registration instead of previously called for licensing. There are no current formal controls over sales people, except for registered insurance brokers who are controlled by an Act of Parliament introduced in 1977.

vestments Board Organising Com-mittee (Miboc), which handles the marketing aspects of investment Miboc, claims that it would be ad-protection, suggested a system of li-ministratively impossible to check censing all life assurance and unit trust sales people. Though the life their obligations towards salespeoassurance industry generally supple under Miboc's proposals. ported the proposals, the banks and All salespeople would have to be building societies were openly hos-registered with a central registry tile, and the Office of Fair Trading and the consumer bodies expressed serious reservations

Since then, the Financial Ser-vices Bill has been laid before Parliament and is currently at the committee stage. Last week, the main Securities and Investments Board published its conduct of business rules. In the wake of these changes, Miboc last week published revised proposals for a system of registra-tion rather than licensing.

The main proposal in the bill is that all companies dealing in investments must, as a condition of authorisation, take full responsibility for their employees in all deal- register before making an appoint ings with clients. This means that ment. mployers will be responsible for . Both the employer and the emtraining to the necessary level of

handling clients' requirements. ity to sell. The draft conduct of business • Employees selling for at least six rules han extra payments for vol- months would have three years to ume business and benefits-in-kind. cooform to the requirements. Those

cords of complaints from clients, ence would cease selling immedi-Disciplinary action will be taken ately until registered, but they against an employer in the event of would have at least six months misconduct by an employee, includ- warning of changes ing the ultimate sanction of loss of authorisation

life assurance and unit trust selling ple of individual control in wbat-is concerned, the proposals would ever form. Only the life assurance cause severe administrative prob-industry still supports the principle.

There are some 50,000 firms located in all darts of the country, involving around 100,000 full-time employees and another 100,000 parttime sales people. The turnover of salespeople is rapid, averaging around 25,000 e year. There are e Last August, the marketing of In- very high number of firms that are sole traders and small partnerships. Mr Mark Weinberg, chairman of thet the firms would be meeting

> before being allowed to sell or advise of life assurance and unit trusts.

 Registration could be made only when the individual had passed the necessary single compet nce test. Application for an individual to go on the register would be made by the employer, who would certify that the necessary test had been passed and the probity require ments fulfilled.

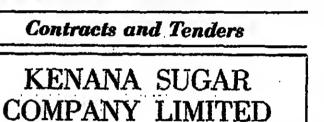
8 p. 1

 All complaints against a res istered sales person, either by e client or by an employer, would be entered on the register. All employers would be required to consult the

representatives' honesty, ployee would face disciplinary action in the event of an employee's competence and supervision. At all misconduct. The ultimate penalty times, sales people must operate on for the employee would be removal the "best execution" principle in from the register, and thus the abil-

They also require firms to keep re- with fewer than six months experi-

Banks and building societies, the Office of Fair Trading and the con-Miboc considers that, as far as sumer bodies still oppose the princi-



Kenana Sugar Company Limited operates one of the largest sugar estates at Sufelya, near Rabak, 250 km south of capital, Khartoum, and about 1,200 km from the sea port, Port Sudan. Kenana wishes to ascertain whether you would be interested in tendering for the above project. Tenders will be invited from a list of selected contractors. The project is to be financed by the Sandi Fund for Development and the list of prequalified contractors is subject to their approval. The eventual form of contract and payment conditions will also reflect their normal requirements. The project will consist of the construction, in Port Sudan The project will consist of the construction, in Port Sudan, of a sugar warehouse of approximately 12,000 sq metres in floor area. The warehouse will be of steel portal frames, 6m to eaves, either 40m clearspan or two 20m spans, clad in single-skin, colour-coated trapezoidal-profile, steel sheeting. There will also be approximately 500m sq metres of offices and ancillary buildings and 250 sq metres of workshopa and stores. stores. interested tenderers are requested to forward as soon as possible the prequalification documents, including a brief possible the prequanization documents, including a brief report on major construction works recently executed by them along with last annual financial report, to Kenana Sugar Company Limited, P.E. No. 2632, Khartoum, Democratic Republic of the Sudan, clearly marked for the attention of Mr. Abdollahi Abu El Gasim, so as to reach not later than Stor March 1965. The information given above is tentative and will form no part of any eventual contract.

PREQUALIFICATION FOR PORT SUDAN SUGAR WAREHUOSE

March 3, 1986

adjusted as follows:

rantholders of January 22, 1986.



SWISS VOLKSBANK

FINANCE (CAYMAN ISLANDS) LTD.

Grand Cayman

Notice to holders

of the Warrants («A» and/or «B») under the

61/2% US\$ 75 million Guaranteed Notes

with Warrants 1985-90

We refer to the capital increase of Swiss Volksbank and the corresponding notice to the War-

In accordance with the Terme of the Notes es specified in the Description of the Warrants, the

exercise price per Warrant for one Swiss Volksbank Share of SFr. 500 nominal amount was

Warrant A from SFr. 1980 .- to SFr. 1894 .-

Warrant B from SFr. 2080.- to SFr. 1994.-

The adjusted exercise prices are effective as of February 26, 1986.

	······
Company Notices	US\$ 100,000,000
	SOCIETE NATIONAL DES
	CHEMINS DE FER FRANCAIS
] (	12's% Gueranteed Notes due 1382
INDUSTRIAL BANK OF	with detachable Warrants to purchase US\$100,000,000
FINLAND LIMITED	12% Goaranteed Notes due 1982
UA 15,000,000 7% 1978/1993	NOTICE OF PARTIAL
Guaranteed Bonds	
On Fabruary 17, 1986 Bonda for the amount of UA 1,085,000 have been	REDEMPTION
drawn in the presence of a Notery	Notice is hereby given that pursuant to the fiscal agency agreement dated as of Decimary
Public for recemption on April 5.	dated as of December 13th, 1984 ) between SNCF and Banque Nationals
1986.	de Parla ALF and Banque Nationala
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## FINANCIAL TIMES SURVEY

Monday March 3 1986

# **Conferences and Exhibitions**

The growing number of events in the UK is putting pressure on the available facilities. More investment is needed to match the scale and quality of competing venues in Continental Europe

## More awareness in industry

#### **By Walter Ellis**

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A BOOM, according to the claiming a 16 per cent annual Oxford English Dictionary, is a growth in real terms. "deep resonant sound." The In 1983—the last year for noise emitted by the UK exhi-bition and conference industry, available—revenue from \$93 noise emitted by the UK exhi-bition and conference industry, which has been booming for the last 20 years, is more that of cash registers ringing. Growth has been continuous, so that one of the main difficulties the industry faces is lack of facili-

ties to meet the demand. In the opinion of those who organise them, exhibitions and conferences yield. practical results: Exhibitions boost saies ited elsewbere. What the evidence suggests

is an increased level of aware-ness within British industry of the need for exhibitions and conferences, combined with annoyance at their cost, and. frustration abont inadequate or over-booked facilities. The customers are there: they do not improvement was recorded in always feel they are getting the 1985 and further expansion is best possible deal.

Exhibition expenditure hy UK Exhibition expenditure by UK The "meetings industry," as It exhibitors alone increased from is now being described, is thus £29m to £191m. between 1975 an established part of the UK and 1985. Comparing 1983 with service economy and an im-1984, spending overall rose by portant earner of foreign

1.765 3.

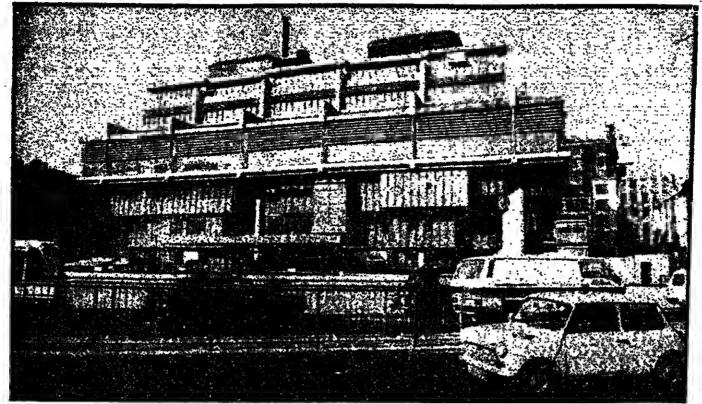
25 per cent, against 14 per cent for newspaper advartising and 12 per cent for advertising on television. The industry is now

specialist end consumer exhibitions in major venues reached £572m, 16 per cent of which came from overseas. More than 700 exhibitions in all were heid and the total number of visitors exceeded 6.7m.

Figures for conferences are less precise, mainly hecause of the mixed nature of the trade. Hundreds of conferences and seminars, are held every day, ciency. This is the message. If many of them small affairs in it were proven untrue, we are minor botels. Even so, it is told, organizers, would have reckoned that some f800m is been rumbled long ago and being spent annually on the UK their clients, budgets redistri-buted elsewbere.

of it coming from abroad. Britain as an international conference location really took off in the 1960s, and by the 1970s London was the world's conference Brime centre. Growth slowed somewhat in the early 1980s as the result of economic recession, but an

ex-



London's prestige new Queen Elizabeth II conference centre, at Westminster, opens this summer

change. that the exhibition sector is far from achieving its full Interege. London is what most UK visitors, and a majority of national potential, while Parls, the Riviera and such "high efficiency" countries as West Germany and Switzerland are eating into Britain's share of the lucrative conference market.

The UK exhibition industry faces three main problems: Britain is peripheral to most cases decades old. Europe's main markets.

· London, the capital and preferred location, has no largescale, up-to-date centre. Costs to exhibitors are greater than almost anywhere else.

London's lack of anything to compare with the facilities in just about any major city in Northern Europe, nut to men-

eoough?

But there are signs puts it at an absurd disadvant- the industry, is a new first division facility. There are per-sistent whispers that one is to native Britons, consider to be be constructed alongsida the Britain's shop window. Yet the M4 motorway, between West purpose-built exhibition halls London and Heathrow Airport available, including Earl's —one of Europe's primary and available, including Earl's -one of Europe's primary and court and Olympia, are no more than medium-sized by inter-national standards and are in most cases decades old

Two arguments militate against a new London venue, however. First, Britain already The fact that Earl's Court and Olympia has begun to carry out ambitious expansion plans will has an award-winning National amoritous expansion plans will not change this. Earls Court has spent £25m on improved faelli-ties since 1980, and a planned new ball wil increase available Exhibition Centre (NEC) just outside Birmingham, which this year celebrates its 10th anniversary. To open a second in London, the NEC maintains. floor space by more than 25 per cent. More parking space would be an unnecessary dupli-cation of effort and a betrayal will also be provided. Bot is it of the view that there is more Northern Europe, nut to men. What London needs, accord. to the UK than its already tion Barcelona and Milan, also ing to all objective voices in bloated capital city.

The second argument against a new mega-hall for London is that the trend, particularly in the UK is towards smaller, highly-specialised shows with their clienteic precisely targeted It is felt that mo exhibitions in halls straining at the seams often look good but attract too much casual interest

Hugh Routledge

among people unlikely to place orders for the goods on show. Mr Paul Saulter, newlyappointed first chief executive of the Association of Exhibition Organisers (AEO) and until recently, bead of Manchester Chamber of Commerce, is clear about what the industry wants.

"The attractions of London are very strong," be says. "The NEC has done some superb work and offers some of the But other factors are at work as well. One-third of the total spending in 1984 arose from best facilities in the country.

Mr Saulter stresses that he is not in favour of a replacement for the NEC, whose expansion plans he supports. Like others, however, he does perceive a strong case for a new dimension for London.

Dr Fred Lawson, senior lecturer in tourism, planning and design et the University nf Surrey, agrees. In a recent report, Exhibition Facilities in London — Providing for the Future, commissioned by the British Tourist Authority, he re-veals that three quarters of all exhibitors, organisers and contractors see a need for a new London venue. Many, he adds, were quite vehement in their mpinions on the subject.

The report is careful not to exaggerate the potential of a new London centre but con-cludes that, with the right support, it could yield revenues of more than £200m per year.

Mr John Cole, the NEC's marketing manager, is already bending himself to the task abeed. A naturally optimistic man, he sees the National Exhibition Centre not just as an example of civic initiative, made possible by the unique enterprise of the Birmingham city and West Midlands county councils, hut as a means of re-dressing the old imbalance of exhibition trade between

Britain and Europe. He reminds doubters that Birmingham is already by far the biggest and most modern large exhibition venue in the UK and has received city and county approval for a £200m programme of expansion.

Certainly the capital is not going to have everything its own way. The NEC has estab-lished itself as Britain's market leader in the industry and in 1984 generated 37 per cent of all spending by UK exhibitors. If Birmingham should secure the 1992 Olympic Games, with the NEC as principal site, its profile could be raised right ont of London's reach.

venues.

We forecast another ten vears

it it still has problems bolding the activities of halls outside in to exhibitions. It is just a both London and Birmingham, question of the pull of London." Manchester G-Mex and the Scottish Exhibition Centre, in Glas-gow — both government-aided

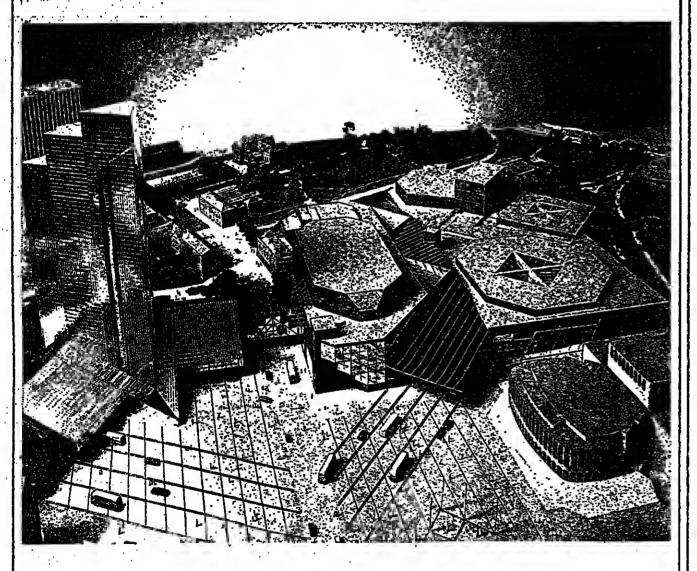
- are rapidly establishing their reputations, and other venues are determined not to be left behind. The third problem to be tackled is cost. Exhibition space in Britain is now the most ex-pensive in Europe, reckoned by the AEO to be a threat to the industry'a future. Space in Britain is provided in the main by private enterprises enjoying nn public subsidies, and the need for a commercial return on investment contrasts sharply with the financial accommodation reached on the Continent between municipal and trade association organisers, on tha tors on the other.

One development which has had a beneficial effect on exhibition revenue in recent years has been the increasing link-up with conferences. Businessmen, it is now recognised, do not merely wish to have new machinery demonstrated, they want to give proper consideration to the implications of change it could mean for their company at every level. Conference tie-ups have proved popular and semi-nar facilities are fast becoming an integral part of exhibition

Conferences them nne sense a victim of their own success. So many businesses and professional groupings now use seminars, conventions and conferences that the country's capacity to absorh them all is in danger of being exhausted.

What is beyond disputa is that Paris has been making steady headway in its war with London for the bulging wallets of the conference trade. But the UK Industry, with the pres-tige new Queen Elizabeth Centre at Westminster ultra-secure and with the imprimatur of government—as its flagship when it opens this summer, is fighting back. If costs this yaar can be prevented from running riot, the outlook appears brighter than for several years.

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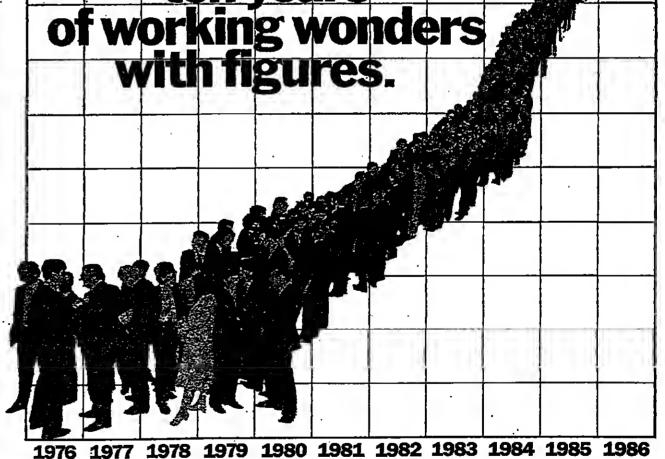
Costing some £106 million and built in the very heart of Birmingham.

Which, as every conference organiser appreciates, is at the very heart of England, the natural location for such a world-beater.

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THE NATIONAL EXHIBITION CENTRE Ten years of setting the standards.

Over the last decade, the NEC in Birmingham has had a magical effect on the growth of exhibitions and events, large and small. Giants like the British International Motor Show, boasting a record year in 1984, Interbuild (Britain's largest single trade event), the International Spring Fair (occupying every inch of hall space) and IPEX (a European leader in print and graphic design) have all expanded and prospered. And it's not only the big shows. Since they came to us, high-tech exhibitions such as Which Computer?, Design Engineering and Electrex have seen higher attendances every year.

has happily tripled its floor space.

In 1986 and 1987, we have already attracted 26 new exhibit- new shows. ions, convincing twelve additional organisers who previously had not brought shows to

Birmingham. Not to mention the host of product launches, sports championships, conventions and concerts that now come to us every year. It could simply be that the NEC is the largest and yet most flexible centre of its kind in Britain. There's the 1,200bed luxury Metropole hotel and confer-.

. .. .. . . . . . . . .

ence centre 'on site' as well as the facilities of the Birmingham Convention and Visitor Bureau, helping to promote the NEC and the 'Big Heart of England' all over the world."

Or NEC's unique accessibility. Besides direct motorway links and our own main line station, we've recently added a fine international airport terminal with fast Increasing overseas services.

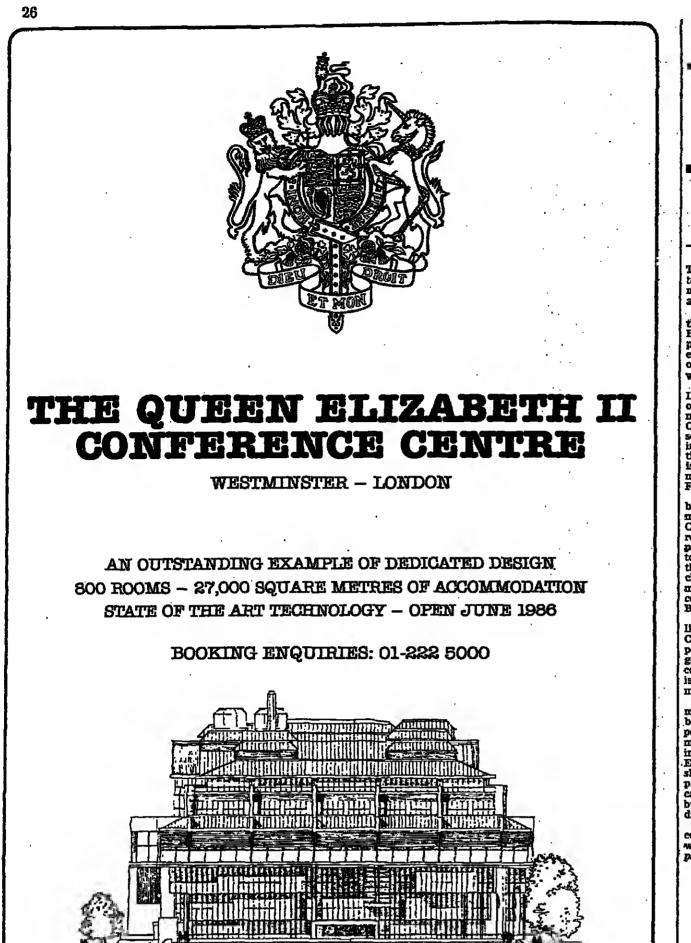
Perhaps it's because we've just spent another £5 million on Improving the centre and developed a stunning 'black box' stagesetting ideal for product launches.

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> In September 85, British Telecom called on us to host Britain's biggest ever Annual General Meeting. And, this year, we are the focal point of Britain's forceful bid for the 1992 Olympic Games. If you'd like to find out how we can nelp you, just cell us in BIRMINGHAM on 021-780 4141. But hurry. With a success story like ours, there's a good chance your competitors might try to jump the queue.

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## **Conferences and Exhibitions 2**

## **Benefits of Europe's centres**

International markets

WALTER ELLIS

Tha Channel Tunnel, scheduled apply to Belgium and Italy. to open in the 1990s, should make Britain an increasingly ccessible country. But while juggernauts from the Continent thunder along Britain's roads, there is a

patchy awareness among UK exhibition and conference organisers of the European and organisers of the European and world dimension. Britain and particularly London is long established as one of Europe's main inter-national conference centres. Only Paris has a similarly busy schedule of top events. In the increasingly lucrative exhibi-tions sector, however, the UK is left far behind by West Ger-many. Belgium. Italy and

In 1984—a peak year for the NEC which is unlikely to be surpassed until 1988—Birmingmany, Belgium, Italy and France. France. Birmingham's National Erhi-bitioo Centre may be in the middle of England bnt from the Continent in anti-continent in anti-strated several impor-tant "internationals." The printing machinery fair (IPEX), the plastics machinery exhibition (Internationals.") exhibition (Interplas) and the

building and construction showpiece, Interbuild, joined the International Spring Fair and the Motor Show as mainline panies considering which fairs to cover have to be convinced that it is worth crossing the channel to journey to the middle of England when they could drive instead to Hanover,

likely customer profile. On the Continent a large proportion of potential buyers of exhibited goods coma from ontside the country in which the exhibition is sited. In Britain, the great majority are from the UK. Imported to the UK. Improved communications mean the UK option need not be considered a journey to the periodery. Britain is also a mator export market and increasingly integrated into tha

West Germany, trade fairs Cologne, and far sbort of the attract nearly eight times as primary venues in Frankfurt IFS, a German-owned but many foreign exhibitors as and Milan. British - based conference their UK counterparts and Dr Fred Lawson, of the organiser, says that neither contheir UK counterparts and more than five times the num-

ber of foreign visitors. In France, there are four times as many outside exhibitors as in Britain, and similar statistics European competitors in developing a substantial exhibition base His view is holly contested by the NEC, Earl's Court and Olympia, but appears Yet the Birmingham NEC was again voted = best exhibition centre in the world" in largely supported hy the facts. the city, but they will not spend "Future trends and pros-pects give rise to even more Mr Brock complains that if

1985 by readers of Conferences and Exhibitions International, and its plans for doubling capacity over the next 20 years should ensure its continuing high reputation abroad. Cash concern when account is taken of the enormous investment which is being made in new is also being poured into the carl's Court and Olympia in London and there have been dramatic developments in Manchester and extended exhibition faciliand extended exhibition facili-ties in many of the main centres of commerce and trade through-numbers of botel beds. Nor does British Airways belp. Elsewhere in Europe, national airlines are normally

Economic benefits from over-seas earnings justify e greater government role in eucouraging and supporting the exhibition industry, he says. If Britain could attract the same level of foreign exhibitors as West Germany, the annual value of overseas earnings could immore foreign extending

increase fivefold, exceeding £500m. At the level of foreign participation in France, the increase would be 360 per cent, producing £350m.

The report points out that Yet the trend in Britain London has great advantages towards smaller, specialist exhi-bitions is working against such tion, its theatrical life and the developments. Tha NEC may finest museums and galleries. be widening its horizons but it is also served by the world's other UK centres are often largest international airport (Heatbrow) and two other air-(Heathrow) and two other air-ports, with a fourth to come in the revitalised Docklands. Yet, it lacks an exhibition centre of

international dimensions. There is talk of a new venue join Earl's Court, Olympia Whila Britain adjusts, Euro- to and the Barbican Centre, but

largest exhibition facility in sized facility when the city Britain is at 105,000 sq metres needs a centre in excess of only the 10th biggest in 150,000 square metres to com-Europe. It is dwarfed by the pete with other countries. increasingly integrated into the only the roth wasted by the pete with other countries. European economy, which Europe. It is dwarfed by the pete with other countries. should involve e large foreign Hanover centre (471,000 sq By contrast, the London con-participation. Yet a psychologi- metres) and is smaller even ference circuit can boast e long cal barrier remains, and such than the lesser of the two main string of successes, with blg handles are frequently the most Paris centres, the ultra-modern meetings like last year's con-ference of the American Bar

University of Surrey, says in the ference centres nor hotels in report commissioned by the London try hard enough to British Tourist Authority, that attract business or satisfy British has fallen well behind customer requirements. customer requirements. "Once we would get civic receptions at a hig technology

conference, but not now," he says. "Budgets have been cut. We bring £50,000 to £100,000 to

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Mr Brock complains that if he wants a conference in London he has to hook two or three years ahead—and even then there will rarely he

selected as conference carriers. Barter deals and other concessions are available and there is a large measure of assistance. British Airways offers nothing, Mr Brock says. - They are not interested."

#### Attraction

One grand attraction about to come on to the London con-ference scene is the Queen Elizabeth II Conference Centre in Westminster, opposite West-minster Abbey and close to the Houses of Parliament. This is intended as the Government's official conference venue and is a lavisb monument to the belief that "British is best."

The Wembley Conference Centre and the NEC's Metro-pole Hotel will have to look to their laurels as tha UK gains e valuable international sbowplece to rival the best that Paris can offer. Birmingham, meanwhile, is

and the Barotcan och a single and the Barotcan of the Birmingham, meanwards a sized facility when the city not only offering an expanded sized facility when the city not only offering an expanded a size in excess of version of the Metropole adjacent to the NEC, but is about to start building an Interna-tional Convention Centre with the aid of £37m in grants from the European Regional Develop-ment Fund. The new building difficult to clear. UK exhibitions derive 16 per cent of revenues from overseas, which looks good until com-pared with other countries. In West German centre, in a danger of silppage, Mr Tom participants,

## Making up lost ground

be

#### **UK** investment. LORNE BARING

INVESTMENT in UK conference and exhibition facilities is now running at record levels,

maintaining the high level of ties and has generally been The halls provide 19,000 sq usage which is so important for justified quite quickly in the metres of space ranging from the success of a major exhibi-tion centre. erated. The halls provide 19,000 sq metres and there is a 2,000 seat tion centre. New huilding at tha NEC

would have already started but for the Olympic games hid, ence centres of the best confer-which means that the first new hall would he used temporarily as the communications centre for the games. Its design would other regional centres, it scores the score of the best confer-ence centres of its kind in and six exhibition halls totalling other regional centres, it scores on the south coast, Brighton

Harrogate, North Yorkshire,

conference hall, The venture is

the south coa . Brighte

Continent it seems more remote. Businessmen and com-

events. Brussels or Milan. A second consideration is the content to occupy regional and national slots in the fairs calendar. Merely prefacing the

name of the show with "inter-national" is no guarantee of a cosmopolitan approach. pean venues continue to expand. The NEC, by far the



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this therefore need to be modified against a background of low slightly. investment when compared with Whatever the ontcome, the new hall will be ready in time for the demand peak in 1963 and there will be a new huild-

competitor countries in the past 20 years. The UK therefore has much ground to make up in a keenly competitive international ing every four years thereafter. The other major beoefit if the Games were woo would be the and Continental countries are not standing still. But UK decision-makers are clearly aware that the industry vast stadium, which would be converted later into 30,000 sq metres of additional and suboffers great opportunities. Some of this zeal may result from the desperation felt in many areas about unemploydivisible space. It would meet the requirements of the hig European trade fairs and put the NEC in e larger league. ment and the decline of tradi-There is underlying confid-ence among NEC executives that tional industries, but good progress has been made. the steady growth in husiness will continne, allowing demand-led expansion funded, as in the past, through Birmingham City Perhaps just as important, Perhaps just as important, new centres have emerged through the use of existing resources, such as renovation of the fire-damaged Alexandra In London, Earls Court and Palace and the conversion of historic buildings such as the Olympia, the P & O subsidiary which operates the two venues, has also invested substantially old Central Station in Man-chester, now being gutted and restored to provide around and has hought a seven-acre site at Earls Court to provide space for a new hall and extended

10,000 sq metres of exhibition lorry parking. Mr Tim Harries, company The most significant new investment, bowever, is that of the National Exhibition Centre, chairman and managing direc-tor, says that the two ceotres the National Exhibition Centre, which is now entirely bound up with the outcome of Birming-ham's bid for the 1992 Olympic Games. Many observers now believe that the NEC site, with its surrounding facilities, is without doubt the best location bave now fully recovered the volume of business lost when the NEC was opened and claims that they are competitive with the NEC in volume terms-except every fourth year when the NEC has a spate of major shows on offer.

shows. In other parts of London there has been substantial Expansion In broad terms the holding investment. Alexandra Palace, of the games in Birmingham now being refurbished in keep-would allow substantial invest-ing with its original style, will ing with its original style, will

would allow substantial invest-ment, at costs which could be offset, at Britain's premier exhibition venue and the NEC would be quickly propelled into a new league. The NEC was already polsed for more expansion based on a compact grouping of halls pro-viding 100,000 sq metres of display space. The first phase, Hall 9, will raise capacity at the NEC by 20,000 sq metres. The design task is formid-ahle since the new hall has not only to be integrated into the

paid out in insurance after the 1980 fire and the sum of £43m only to be integrated into the existing complex hut must also serve as part of a second group provided by the Greater London of halls almost twice tha size of

Council The Barhican Centre, nor nearly four years old, recently reported record audience levels the NEC over the next 20 reported record authenter levels husiness use and income of £8m in the 1984-85 financial year. But its operating costs were £10.9m for the year and the deficit was met by the owners, the Corporation of London. At present the NEC is the At present the NEC is the tenth largest exhibition venue in Europe and is bard pressed to accommodate its larger events. The NEC is now run-ning about 45 shows a year, though in two years this is likely to rise to 66. Mr Lyndon Jenklus, NEC ioformation officer, points out encouraging and income from cooferences and trade exhibit tions have improved signifithat the doubling would make the NEC only the sixth largest cantly, management says, with 28 exhibitions and 349 confer-

site in Europe, which shows the cnces held during the year. capacity of the continental Outside London there have competition. competition. beeo some remarkable develop-The main reason for expan-ments, providing high-quality

sion, however, was to accommo-date natural growth within the exhibitions. The investment has UK while at the same time often been led by local authori-

The trend is nonetheless

strongly on local atmosphere and is geographically well placed.

Nottingham has seen the de-velopment of the Royal Centre, seating 2,500 people in a con-vention hall where a 35-tonne continually improved their facilities. At the Brighton Centre the main hall can accommodate 5,000 people or provide nearly 2,000 sq metres canopy can be raised, lowered or tilted to suit conditions and events.

Ambitious

One of the most amhitious new ventures is the Scottish Exhibition and Conference Centre on the banks of the Clyde in Glasgow where there are five interlinked exhibition halls gronped round a glass-covered concourse in a 64-acra site.

site. Formally opened by the Queen in November, the £36m centre is in an area formerly used as a dock and close to the beart of Glasgow. One third of the finance was provided by tha district council, a third by the

of exhibition space. At Bournemouth the main hall seats np to 4,000 in comfort and easily converts into exhibition, sports or entertainment space. A smaller hall seats

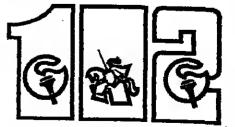
1,200. Finally, St David's Hall, Cardiff, has made a significant impact in the city, providing an important focal point for conferences and commercial events. It is also a cause of national pride in the Welsh

capital. Overall, the diversity of available regional centres provides organisers with wide choice and at e time whan conference delegates expect more and more in terms of Scottish Development Agency, more and more in terms of and a third by the private after-hours relaxation this is an sector, mainly Scottish banks. important advantage.

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**Conferences and Exhibitions 3** 

## Intense rivalries among skilled operators

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BIVALATES between different: conference and exhibition centres ary beginning to reach an' intensity which resembles those. Between competing railseeking to outshout one another in their self-promotion as ideal centres for a conven-tion or trade above

tion or trade show. The National Exhibition

Centre or Earl's Court? Harro-gate or Brighton? The Wembley Conference Centre or the Metropola Hotel? These are but a few of the many choices con-

merropois moter? Inese are but a few of the many choices con-fronting customers of the "meetings industry." The fact is that talking about things and deciding what to buy has become one of today's hoom industries. And, perhaps characteristically, Britain is better known for conferences than shows. Just as the City of London, which manufactures nothing. Is out-performing British industry, so the organisation of talk rather than exhibitions of plant and machinery has become a latter-day UK speciality. The organisers are highly professional and skilful opera-tors. From offices, throughout the UK, they match supply and demand in a manner requiring not merely the ebility to plan a disparate range of events over a wide geographical area, but a talent for discerning actual facilities in a sea of promotional hype.

in, meanwhe pring in enged te Metropoled, NEC, but is the liting an litic trices Center y promotional hype. Those coming new to the maze are advised to visit the industry's own shows: Excite (the Exhibition, Conference the Exhibition, Conference and Incentive Travel Event), staged by International Trade Publications; and Confex. put on by PEL Communications. Excite was held in London in December, when, at consider-able expense, potential clients were flown in from around the world to be persuaded of the competing merits of inter-national locations and facilities. Confex describing itself as The Lew hat the exemple at ity successfully rlim and parts call for up but

Confex, describing itself as "Europe's major exhibition of venues and services for people who organise meetings, confer-

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not been reached which ITP actively denies. The result is that Excite and

1987, doing neither party much good and denying potential

January.

#### · · · · ·

In a recent paper, Cahners sets out the range of activities in which e major organiser is change can be vital if business is not to be lost.

Large exhibitions, including such set pieces as the Ideal Home Exhibition and the Motor Show, continue to have a place in the evolving market. But, Cahners points out, there is increasingly a place for smaller, more specialised events.

the treatment heing accorded this year by Cahners to its long-established Internepcon Show, an exhibition of electronic production equipment held annu-ally in Brighton. For 1986, the show will be split into two: one for packaging equipment and the other for heavier electronic production equipment.

inunches, special events and though exhibition centres husiness equipment and print- become the best known exhibitions, goes on in the generally are becoming larger ing and his customers, he says, of all when it opens in June.

Barhican Centre, also in and ever more lavish. In Bri-London, in February. tain, however, the trend is par-The rivalry that permeates ticularly pronounced.

The rivalry that permeates licularly pronounce. the industry is evident from the fact that there are two such shows, with one following hard on the heels of the other. A recent attempt by ITP and PEL to organise a joint show came at the last minute, claiming that a working agreement had not been reached — something - something with a theme running through-

The result is that Excite and An example is the NEC's Confex will virtually overlap in Metals '86, which unltea e seriea 1987, doing neither party much of mini-shows. Thus, small and

visitors a unified presentation of the facts. Cahners Exhibition (CEL). the UK division of Cahners Expositions Group, the world's how operators, currently organises 18 important British trade shows, including the prestige Which Computer? Sbow, staged at the NEC in January. association initiatives, Entre-preneurs are more obviously to the fore in the UK, guided by the professional agencies, a re-ault of the personal and frag-mented nature of much of British industry. At the NEC, however, there are some signs of a change. The

Mr Cole believes that hall

**Fast reactions** 

are some signs of a change. The NEC Exhibitions and Events Division acts es risk-taker and promoter of shows when It beengaged and points out that comes clear that no or anticipating market trends is force is likely to emerge. important. Fast reactions to Recently, the new di comes clear that no outside Recently, the new division approached the automotive components industry and helped establish Autotech. The show was a success and is to be re-

peated in Birmingham every two years. owners can organise " attractive and cost-effective " shows. " We know the NEC best," he says. A number of the main orga-

An example of combining large with small is provided by nisers of UK exhibitions are large, like International Trade Fairs and Andry Montgomery. Others are smaller and dedi-cated to a particular sector. One of the most successful smaller organisers of recent years has been B.E.D. Exhibitions, specielising in husiness equipment fairs, which was voted 1985 Exhibition Orga-

niser of the Year by readers of the sector's leading trade maga-zine, Conferences and Exhibi-tions International. Research had shown that the industry had itself split into two main interest areas, and the new, arrangement reduces the waiting time for visitors who want to see only the equipment relevant to their own sector.

Specialist exhibitions are, in ences, incentive trips, product fact, a trend worldwide, even

The NEC at Birmingham: following the opportunities to bold mini-shows under one roof. prefer a London location. As the official government prefer a London location. As the omclai government However. Olympia and Earl's facility for such prestige events Court — owned by Sterling as the World Economic Summit Guarantee Trust — are expen-and beads of government meet-sive and difficult to book, and, ings of the European Com-like many others in the busi-munity, its profile will be bigh,

to a conference in a separate Centre can be a source of anxiety. Even the NEC admits to this problem. Organisers complain that booking a hall,

attending. A comfortable hed and good London, with its thousands of hotels, obviously scores here Trouble-free communications, -though the summer months can pose a real dilemma - hut In the UK, the number of hotels offering conference faci-lities is large and growing. London is the obvious centre, hut there are important locathe all-in package of confer-ence and heds offered by specialist hotels remains nnbeatable to many.

tions elsewhere: for example, the Gleneagles Hotel, in Scot-land; the Metropole, Birming-ham; and Leeds Castle, in

In the UK not enough effort has been made, particularly in the provision of sufficient heds at an affordable price, and if the But parallel to this development has been the rapid growth of purpose-built conference country's long-established precentres, large and small, dedieminence is to be regained, new commitment is required.

the sector's leading trade maga-dine, Conferences and Exhibi-tions International. Mr Alan Gash, B.E.D's manag-ing director, originally staged is show in Long trade maga-cated to the "meetings in-dustry." Wembley Conference Centre is one of the best-known, hut centres in Brighton, Man-chester and elsewhere are Orgenisers in the UK are capable and certainly numerous. They wish to ensure that as the industry grows, it realises its full, and consider-able, potential.

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Mr Alan Gash, D.E.D's manage nut centres in brightou, man-ing director, originally staged chester and elsewhere are his shows in London but trans-ferred to the NEC in 1975. He has since moved back. Most of bis shows are concerned with business equipment and print-business equipment and printbecome the best-known

creasing demand for exhibition

space in Britain and by 1990 demand for space was expected

to rise 50 per cent above the

levels of demand experienced in

the early 1980s. Even with current construction projects completed, the rise in demand

would create space shortages.

that three-quarters of all exhibi-

tors, organisers and contractors

Dr Lawson's survey concluded

from a successful meeting:

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Information on tha subject

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semination of that information

Switch for business show

A SIGNIFICANT change in suategy for UK exhibitions for the business equipment

for the business equipment industry has just been amounced in London. The International Business Show (IBS), which in its hey-day packed the largest halls at the National Exhibition Centre, near Birmingham, will now be absorbed into a new-took and enlarged London Business Equipment Show at Business Equipment Show at

Earls' Court. Although 25,000 visitors attended last October's IBS, "it has become clear that many exhibitors prefer the show to be staged in London," say the joint organisers, B.E.D. Exhibitions and BETA

Exhibitions. The new strategy will embrace two hlennial shows which together will provide an annual London event for the business equipment industry. In the intervening years between the big Earls' Court shows, the organisers will lannch an entirely new show in 1987, entitled "Office."

Office '87 will be held at Olympia in early June, enabl-ing suppliers to make e UK-launch of new products introduced at the massive Hanover Fair in March.

Mr Alan Gash, managing director of R.E.D., the com-pany voted Exhibition Organiser of the Year by readers of the industry magazine, Conferences and Exhibitions International, says that organisers "thought long and hard about changing the name of LBES, fully aware that the use of the word "inter-national," as in International Business Show, raised eyebrows, if not open donbis, in some minds.

"The international element in a multi-national industry is not always clearly identifiable or substantive. In the event, we decided that the inclusion of the name 'London' in the title of LBES identifies the exhibition with the nation's eapital city and gives the show all the stature it needs." MIKE WILTSHIRE

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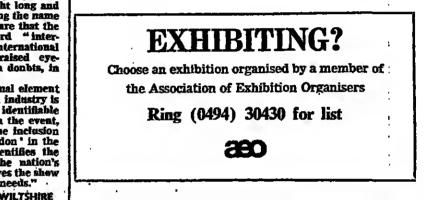
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could increase. **UK markets** At the same

result that competition considerably less than in Conti- and had much less international uental countries and North impact. America. Nevertl

like many others in the busi-ness, Mr Gasb would welcome a and organisers are expected to third major London venue. Conference organisation is a different art, though sbaring several features. Those, liter-ally millions, of men and women who attend conferences each year basically want four things from a successful meeting:

with translators, video equip-ment and cordon bleu cuisine is often easier than finding a

bed for the night for those

Britain's prohlem is that its image has slipped in recent years. Paris overtook London in the early 1980s as the world'a most popular convention centre, helped hy the success of the Pompidou Centre.

LORNE BARLING

ALTHOUGH estimates of the growth of the British exhibi-tions and conference industry vary considerably, it is widely accepted that recession has had little impact on their success, and the prospects for the next few years are generally regarded as good.

differences in the performance many attractive tourist spots of various sectors and in geo- which can be visited in free of various sectors and in geo-graphical locations, hut the level of investment in the UK appears to be rising fast, with for organisers and vennes is



dustry is increasingly aware of suffer from similar lack of underlying support from local the importance of attracting new foreign business, and is being assisted in this by a number of Government-backed organisations, and although this is now thought to be improving. organisations such as the British Tourist Authority and British Overseas Trade Board.

It is recognised that Britain has a number of inharent advantages in attracting intar-national conferences - most There are clearly marked notably use of English and the time-but it is also evident that

it remains a long way from the kind of enthusiasm, with flags and welcome parties, which is displayed in countries such as West Germany. Mr Sandy Angus of exhibition organisers Andry Montgomery is the current chairman of the Association of Exhibition Organisers, and believes that the level of support provided

which caus

localy by visitors."

participauts.

More local support needed

foresaw the need for a totally new exhibition centre in London, and many expressed considerable effort must now be concern about the present situamade to ensure that the UK is tion. competitive with other coun-The report estimated that tries. "The higgest worry is onr ahllity to contain our costs because other countries have quite different means of financsuch a centre in London would

Exhibitions within the UK

ultimately hring in £224m a year, hut added that proper co-ordination between the transing their exhibition centres. port and planning authorities, One German exhibition charges about half its UK equivalent, botels and all other sectors of the tourism end leisure dustrics would be essential. which causes concern," be says. Continental exhibitions are

"This includes e greater emphasis on the marketing of commenuat exhibitions are heavily subsidised by a variety of different groups, including state and local government, often with the close co-opera-tion of the botel industry and other involved organisations, We Areits mints out British exhibitions within the UX and abroad, and collective efforts to ensure a broader awareness of the benefits from exhibitions," Dr Lawson aaid.

Mr Angus points out. German companies spent about 25 per cent of their pro-motional budgets on exhibitions, There also needed to be some re-thinking of the way in which exhibitions were organised, and the spece sold. The present system of selling space by the while the UK figure was only ) per cent. Mr Angus says that the \$600m day was not satisfactory, and had become "a deterrent for many exhibitors," particularly

New York exhibition centre now being built has a wide range of local financial support, in view of the semi-monopoly situation in London, where the based on a recognition that the spin-off benefits of exhibitions are enormous. "It is reckoned two major centres were owned. by the same private company.

that for £1 spent by an ex-hibitor at en event, £9 is spent The European system of sell-ing "space used" produces more economic hire rates, he

However, he is not convinced that the construction of a major new exhibition centre in the suggested, and should become the vardstick for a London site. Another problem in London, London area would be benefieccording to Mr Angus, Is the lack of modern exhibition space, cial. It would, he believes, create a dangerous split and this tends to raise costs. between London and the since more time and effort is National Exhibition Centre which, he sug sts, is one of the world's best exhibition venues. required to mount exhibitions if the venues lack modern amenities.

A recent report hy Dr Fred Substantial sums of capital Lawson, senior lecturer in have recently been invested in tourism planning at the Univerthe London vennes; £21m at sity of Snrrey, has said that if Earls Court and Olympia. £37m London is to compete with Europe for international busiat Alexandra Palace, and £10m on the Business Design Centre uess, it must have a new exhibiat Islington. But compared with tion centre, since existing plans for an additional 111,300 sq ft Paris and other European centres, this is regarded as hy 1995 will not be enough. limited.

The survey found that in 1983 West Germany attracted Local authorities, he says, are five times more than the 2.43m becoming aware of the potential of promoting new vennes, in the creation of jobs and wealth foreign visilors who came to British shows, with over eight times as many foreign exhici-tors. French exhibitions had locally. He believes that a UK equivalent of the US hotel room tax could be an efficient way of four times as many foreign raising development funds, and Aithough there were more points out that Glasgow's council played a major part in exhibitions held in the UK, they the development of the city's were mainly very small hy comparison with Continental ones, new exhibition centre.

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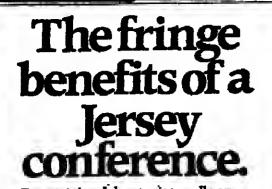
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## Strong competition from developing countries

Conference promotion LORNE BARLING

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for these activities. BRITAIN IS one of the world's leading destinations for inter-national association and com-Tourist Authority and the British Overseas Trade Board, pany meetings, with more than 200,000 overseas conference delegates visiting the country have become involved. In the business of attracting

exhibitions, the stakes are very high and on occasions the level estimated that this generates a total of about £100m of competition gets rough. It year in revenne, spread mong hotels, restaurants, is estimated that the 1983 ITMA exhibition held in Frankfurt transport companies and theatres, as well as the congenerated fillion in spin-off spending for the city. According to Mr John Cole,

ference centres themselves. While it is recognised that Britain has certain in-built advantages for attracting conmarketing manager for the Nat-ional Exhibition Centre and this year's chairman of the council, it is all a matter of "improving once bid tech-nique," and this is increasingly ferences, major competitors remain West Germany and France, the latter offering particularly strong competition in terms of extra-conference difficult in the UK without the kind of financial aid provided to venues in other countries.

There is no doubt in the minds of conference organisers that what happens outside the conference halls is as important Nevertheless, the British industry works very closely now and the increase in the number as what goes on in them, and decisions about locations are good conference centres of here, with the Queen Elizabeth II centre in London, and a host made on that basis. This is one of the reasons why there has been such success of good-quality regional centres emerging, the outlook is good. According to Mr Cole, there in the sunny and reasonably accessible developing countries, is an increasing need for flexible conference venues, where the out-of-conference ettractions are good and heavy where there is the space for investment has often been made to provide vennes of a high large plenary sessions, hat also "break-out" facilities, where

The British industry, increassmaller sections.

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ingly aware of this competition, which would be built to house formed a broad-based promo- the main events at the NEC tional organisation in 1977 would later be fully covered called the British Conference and provide an indoor audiand Exhibition Centres Esport torium for some 40,000 people, Council, to represent many of about the same as can be the country's leading centres accommodated at Olympia in London.

**Conferences and Exhibitions 4** 

Like other countries, organ. This would not be particu-isations with a vested interest larly suitable for conferences, in this lucrative trade, such as although the NEC is looking British Airways, the British long-term at the prospect of attracting the Lions conference out of the US, which is commonly attended by up to 40,000 neople

Conferences of this kind inevitably have brought together the activities of the British Tourist Authority and conference organisers, since a considerable element of tour-ism is involved in these functions. "Business tourism" is now

an accepted part of the spec-trum of international travel. and is in fact a highly-valued part of it due to the high-spending power of people who go to conferences and other events around the world. The council meets six-weekly,

Mr Cole said, and carries out regular presentations in important foreign locations, such as Brussels, Strasbourg and Washington. It sims to launch at least two major initiatives a year.

Demand

He believes that there is an increasing demand for the right venues for specialist conferences, and suggests that the UK's mainly private-sector conthe conference can split into ference centres have the flexi-bility to attract many of these. The council'e promotional

There is also demand, on occasions, for both conference activities also cover the pro-duction and distribution of and exhibition facilities on one site, although this tends to be specialised. Some organisers literature, the generation of overseas publicity and the hostsee this as counter-productive, since there is a division of ing of inbound missions com-prising representatives of leadattractions Britain has been quite suc-cessful in the international com-

ing international organisations. In November last year a council display was mounted at the Houses of Parliament, et which Mr Tony Miles, last petition recently, having attracted 23,000 Rotarians to the NEC for their conference, which year'e chairman, said that the council's main objective was to NEC for their conference, which was the biggest of its kind ever beld in the UK. According to Mr Cole, price is often not a mjor factor in such conferences. What is re-quired from the country is political stability (since they are often booked years ahead and instability can often rule provide a united marketing front against the increasing competitium of worldwide venues and to enhance the invisible earnings of the international visitor market. However, the biggest boost for conferences in Britain is the planned construction of the

and instability can often rule out Third World venues), and guarantees relating to hotel accommodation and other ser-

Mr Cole believes there are increasing opportunities to win major conferences from the US, where the tax incentives to continue bolding them in their home country are gradu-ally being whittled away. The NEC, with its capacity

DALPASS Ousseldorf With the second s

## Sites draw the rooms

#### Hotels LORNE BARLING

CONFERENCE THE and exhibition industry appears to be divided in its attitudes towards the hotels around the country which provide accom-modation for millions of their visitors, but it is clear that a closer relationship is develop-

ing. In London the exhibitions and conferences are-served by a diverse range of hotels and restaurants and there is little sign of criticism, although the increasing cost of rooms has caused unease.

Mr Tim Harries, chairman and managing director of Earls Court and Olympia, said: "We have the great advantage that people like London as a city to visit and we are lucky enough to have many good

"It is also important that visitors have good restaurants and shopping nearby," he said. There seemed to be far less need for close links between London hotels and exhibitions than in other areas, he added. Similarly, most exhibition and conference centres around Bri-tain are well served by hotels, particularly in major resorts such as Brighton and Bournemouth.

The more difficult problems generally arise where a green-field site is chosen for a new exhibition centre, such as the NEC, where few of the large NEC, where rew of the large investors were prepared to risk their money on what they regarded as a speculative ven-ture. The Birmingham Metro-pole was eventually built hear the NEC and has operated investorial are cince

successfuly ever since. The hotel was recently upfurnishings and an additional conference and banqueting faci-lity, the King's Suite (seating

It is estimated that the m om hotel intended to ber of full and part-time jobs created directly by the UK form an integral part of the £107m Birmingham Interna-tional Convention Centre, exhibition industry now totals about 16,009, but that does not

It is hoped that work on the include any estimates of the number of hotel staff employed £30m hotel property will start later this year, with planned completion early in 1988, If the exhibition industry were able to define more prealthough progress may depend on Hysti's application for an sector it would provide more ammunition for those within the industry who are critical urban development grant. The 30-storey hotel will be triangular in plan and clad in

of hotels. reflective silvered glass, with access to all floors by external They argue that hoteliers take the epin-off benefits of the exhiglass lifts. A spectacular lobby, with fountains, waterfalls and trees, and opening on to two while doing little to assist organisers in promoting their restaurants, a bar and a shop-ing arcade, will form the focus exhibitions. In the West Mid-lands the formation of the Birof activity. Other facilities will include

mingham Convention and Visi-tors' Bureau, which provides a forum for all business prople night clnb, a casino and a health club with a swimming pool, gymnasium and squash involved in events, has belped conits. There will also be a ballroom and supplementary meeting rooms, a two floor Regency Club, a Hyatt business centre and a presidential suite to improve co-operation. While there is little criticism of the situation in London it is clear that some of the regional

conference and exhibition centres would benefit from a closer liaison with hotels. They too would benefit from greater with its own pool. It is clear that for a convention centre of the ambitious scale and cost of that planned predictability of numbers; of for Birmingham the hotel has guests. For major conferences the boteliers and organisers have little option but to work

to be of equal stature in terms of size and quality. For that reason, only a large group such together, since those choosing vennes will seldom commit as Hyatt could have been osen to meet the demanding themselves to a deal unless there is guaranteed botel requirements in terms of comthere is guaranteed botel accommodation for all delemiment and capital.

A similar approach is being taken in Glasgow, where the gates. Sometimes these arrange-ments are made up to four management of the Scottish Exhibition and Conference Centre was faced with objecyears in advance. Similarly, smaller provincial hotels which bope to serve tions from local hoteliers to the building of a new hotel designed to be integrated with conference and "break-out" increasing numbers of people visiting local conference centres must "expect" more demanding

guests; particularly when they facilities: The SECC said its manage- are from overseas and are ment answered the objections, accustomed to the international by explaining to Glasgow conference circuit. hoteliers that any grants or Local authorities can play a

soft leans attached to the over-all project were needed to pro-necessary links of this kind and vide the conference and small- must be willing to do so to pro-

2-15-1996 The major continental facilities, including those at Dusseldorf above, are generally much more advanced than these in the UK

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	Computer Graphics '86	Oct 15 - 17	London
	Computer Animation Film Festival	Oct 16	London
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For further information contact: Sally Hart, Conference Executive, St. David's Hall, P.O. Box 20, Cardler CF1 2SH.

pansion will be provided. The superdome sta stadium lands.

florm Birmingham Convention Centre, which many experts believe could have as big an impact as the National Exhibi-

It is expected to give new impetus to the promotional

activities carried out on behalf of British conference facilities abroad, since it will be as good

or better than any other top-

tion Centre.

International is to operate a

## Dawn of video meets

EXHIBITIONS and conferences exist today in an increasingly competitive world, and con-tractors to the industry have to SIOD. keep up with rapid changes in both techniques and technology. Conferences which formerly centred on e room with lectern "There has been an incred-Ible shortening of lead times in porate sector. A product launch thet would once have been pro-ceded by three to six months warning can now land on us with only five weeks notice. We and blackboard now have to cope with the communications revolution. Image projectors have replaced slides, and video presentations are a common-

place, employing humour in the shape of John Cleese and cherabic sincerity in the familiar guise of Cliff Michelhave to be able to respond." Video is also forging ahead.

Big-screen projection is becoming a reality, and the computerised animation of charts and graphs, created instantly from data produced More than this, we are in fact in the dawn of video con-ferencing itself, when high-level

business decisions can be made by groups of executives seated in offices thousands of miles apart. The telephone used to be the only, and imperfect, means of achieving this; now faces can Equipment suppliers accompany the voices, and film of new plant and machinery can be beamed across the Asla WALTER ELLIS be beamed across the Atlantic via landlines and satellite while facsimile transmitters issue instant duplicates of vital docu-

by conference participants, can be shown at once to the entire gathering. "We are all going ske mad in this area," Mr Swan In the long run, video con-

ferencing could pose a threat to claims. seminars and other small Exhibition contractors, though specialist gatherings, leaving busy, move at a less only larger conventions in need frenetic pace. The British of live participation. For the Exhibition Contractors Associaof live participation. For the Exhibition Contractors Associa-moment, existing technology, in tion (BECA) has 210 companies the form of closed-circuit tele-vision, infra-red, cordiess ear-phones and improved simul-taneous translation, has already are employed, split between forced conference contractors electricians belonging to the into new areas of specialism. EEPTU and stand builders who Soectrum Communications are for the most part members

Spectrum Communications. are for the most part memoers publishers of the famous Blue of the graft-based UCATT. and Green conference guides, Mr Arthur Francis, president are among the leaders in this of BECA and chairman of field. Others include "Imagina- United Exhibition Services, is tion" and a new Saatchi and generally optimistic shout the Saatchi creation, ICM. sector's prospects but admits

Satchi creation, ICM. sector's prospects but admits Mr Paul Swan, Spectrum's that exhibitors have been managing director, believes spending less on stands and that the biggest change in the related equipment over the last last 10 years. His optimism is that the biggest change in the related equipment over the last last 10 years has been in the few years. His optimism is area of computer graphics, founded on the fact that there Sound and lighting bave merely are more exhibitions than ever evolved, he says, but computers before in the UK, with a have produced changes in the greater number of venues and way in which he and his shows compensating for the colleagues think. reduced spend on individual

Two years ago, Spectrum stands. bought a small Apple system; The main revolution affecting is peace in this business," suys four months later came IBMs; exhibition contractors has been Mr Andrew Verdeille, UCAT's now they have four full-scale the growth of the modular negotiator. "Long may it "design stations," each occus system of stand construction continue."

pied in producing and updeting first brought in in the mid-corporate statistics and fore-1970s. Stands used all to be casts giving them visual express tailored to the specifications and personalities of the companies renting them.

Today, it is mainly the larger, the last few years," says Mr prestige companies which Swan —"especially in the cor- continue to insist that their which stands be individually designed. Motor manufacturers are a case in point, sparing no expense in the presentation of their wares. Most businessmen are happy to rent their space by the square metre, lending personality from the inside out. Organisers of exhibitions

will now very often provide shell-scheme accommodation, comprising stands of various sizes built of aluminium with infill panelling or sheeting. Time is increasingly important Time is increasingly important in the industry, especially when one show follows almost directly on another. Important stand-fitters include United Exhibition Services, Barrett Bros, Jeck and Pollitzer, Newton Displays, Joe Konby, Ami, Daels and United

Pollitzer, Newton Displays, Joe Manby, Arti Deals and United Exhibition Services. Major suppliers on the electrical side are led by Lightpower Exhibi-tions McCarthy Bailey, Princedale, J. H. Plant, Earl's Court Electrical Fittings and Johnson Smith. Giltspur, IES and HSS handle 99 per cent of business in the furniture and Generoscipace division.

foor-coverings division. One smouldering problem in this otherwise peaceful scene is the uneasy relationship between employers and unions on the issue of weekend working. The time factor already referred to has meant that Sunday working in particular has become an inductive near and elthoust industry porm, and although the EEPTU has proved flexible in this context, UCAT is demanding increased payments and further time off in lieu. Some organisers bave expressed fears that the dispute might flare up, leading to a national overtime ban. The union believes the problem can be resolved once there is a change in existing practices. The issue is not going to go away but in the meantime work

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Centre, Exeter Road, Bournemouth BH2 5BN. Telex: 418318.



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## **INTERNATIONAL APPOINTMENTS**

## Managing director for the Daimler-**Benz head** Ferruzzi holding company takes top **AEG** role

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New chief

at Black

SY ALAY FREEDMAN BY MEAN MR MARIO GARBENELLI, the subsidiary. His departure came former finance director of train's ENL state cherry group, the holding company of Ray's former finances company of Ray's the holding company of Ray's former file appointment of Mr. Gab-the holding company of May's The appointment of Mr. Gab-the holding company of May's the holding company of Mr. Gab-the holding apped takeover of Mr. Gab-the holding company of Mr. Gab-the holding apped takeover of Mr. Gab-the holding company of Mr. Gab-the holding apped takeover of Mr. Gab-the gabbrielli, who has when the Mr. Bart Mr. Garding the for British Sugar, and would apper products group, to the for British Sugar, and would also assume f200m. Ferruzzi is Italy's third around f200m.

Ferruzzi is Italy's third largest private sector group io turnover terms after Fiat end

By John Davies in Frankfurt **PROFESSOR** Werner B schwedt, chief executor of Daimler-Benz, the V German motor vehicle cern, is stepping in person to head the supervisory bo

of AEG, the electrical o

pany. This follows the Ca Office's recent decision approve Daimler-Benz's ing a majority stake in A as part of its expansion high technology. Daim initially took a 24.9 per c stake in AEG last year an extending this to a 56 cent holding.



The board is to step down their stock. It had in the bid

after presentation of the group's to overcome opposition from the 1985 results on March 11. Mr Cardo board and from smaller Lindblad has said that he also shareholders in Skane, where wishes to resign, but is willing Cardo is located. to stay on until a new presi-to stay on until a new presi-to stay on until a new presito stay on until a new presi-dent is appointed. Cardo is calling an extra operations into its Provendor shareholders' meeting on March food division.

## **Allied-Signal Henley post**

tember, when it made a net way of \$158.4m. The company says: "With our strategic direction set and our balance sheet in order, the most important job ahead is operat-ing execution." Mir Farley, who has been with Black and Decker since 1976; and chief executive for three years, has a financial an investment side which it is background, and is credited selling largely to its share-with having established the holders. Company's long-term strategy and its global approach to busi-mess. Mir Archibald, who joined selection and administration at Allied Mir Archibald, who joined selection and the selection and administration at Allied mand its global approach to busi-mess.

**Prof Werner Breitschwei** stepping in personally

Professor Breitschwerdt to replace Mr Jochen Hol as a supervisory board me ber. In addition, he will ta over as chairman, a role far carried out by Mr Kl Kaka.

Mr Kuhn, former finan chief of the Thyssen st concern, has played an i portant behind-the-scenes p. during AEG's recovery fr He is to carry nn as a sup visory board member a adviser.

The moves are to be r fied on April 39 at the ne meeting of the AEG sup-visory board, which re-resents shareholders a workers, and which broad supervises the managem headed by Mr Heinz Due (in line with the two-ti board siructure of We German companies).

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rence centrs is	on Monday May 19 1986	Mr John McLachlan (Reed Taylor as marketing director	
	Advertising copy date for this Survey is-	International) has replaced Mr Miss Bertha Hauge as expor Geomrey Musson as chairman of director, and Mrs Jeanett	Do Capital MAS
	Monday April 21 1986 For further information please contact:	the investment committee of the Lyndoe as company secretary.	De Service Prove State S
	Hugh Suiton, Area Manager Africa	PENSION FUNDS for a term of AYRSHIRE METAL PRO	Do General
	Financial Times, Bracken House	(Barclays Investment Manage. DUCTS, Irvine, has appointed ment) has been appointed vice two directors to the board. In	Discourt Area         Discourt
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	<b>Tel: 01-248 8000 ext. 3238</b> Telex: 885033	Mr Jopathan Charles Stuart Fell Mr Ted Gush has been general manager at the St Helens	DALLand Text Accounting and Accounti
10000		appointed director of marketing plant. by AUKETT DESIGN.	De. Winsten Trest         1351         124         124         127.2         165.9         -0.5         36.2         28 Winsten Rr, Romford RW1.34.8         0702.45322         (Annu Initia)         109.2         111         124           Brazin Field Acc         197.7         124.7         126.7         126.3         36.2         Aver Fries         157.9         164.5         2.32         Company Income         61.1         400           Brazin Field Acc         105.2         105.2         121.4         211.4         211.4         400           Brazin Field Acc         105.2         121.4         121.4         121.4         400         400           Brazin Field Acc         105.2         121.4         211.4         211.4         400         400           Brazin Field Acc         107.2         121.4         400         100.2         100.2         100.2           Brazin Field Acc         107.0
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		director and Mr Paul Bayon as Eurodollar-related activities for commercial director of VIRGIN the Australasian region. He will	
		HOLIDAYS. be based in the UK. Mr Coher * leaves his present Sydney-based	Fra Sante Ca
		Hr Gerald Demsey has joined post as executive director	Juna Sectal
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3.5m 4888		TIES has appointed Mr R. D. Mr C. R. Clayton Fryers, chair Thompson a director. man of HUNSLET (HOLDINGS)	Date         Date <thdate< th="">         Date         Date         <thd< td=""></thd<></thdate<>
		* since 1975, has relinquished the post. He has been appointed	Stand United
ntage		Mr K. A. Carter has been president and remains a non- appointed to the boards of arecutive director. Mr Peter LLOYD THOMPSON and its J. O. Alsock has been appointed	
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ion	20 21 21 22 22 22 22 22 22 22 22 22 22 22	* *	Bighenergele Programme Hypert. Co         Bighenergele Trip:
		Mr Barry Theobald has been elected to the board of BRIDGE- Mr Christopher L. Pratt has	Non-spensive Programme SW1.00.00         Numerical Integer (Integer SW1.0000)         Numerical Integer SW1.0000)         Numerical Integer SW1.0000         Numerical Integer SW1.00000         Numerical Integer SW1.00000         Numerical Integer SW1.00000         Numerical Integer SW1.00000         Numerical Integer SW1.0000
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ag i	28 Friends hold new ideas for with names of winners next defence (9) Saturday	Saxon are Mr Mikai Lyndoe as capital markets, including managing director, Miss Betty syndication.	Aller Charles Rand +42 10.32 Commentation and the land interest 11721 Inter 2 400 CONTINUED OVERLEAF
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30	Financial Times Monday March 3 1986
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32		Financial Times Monday March 3 1986
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12Dec 114e trac 12c 1766	Aug.         Jan. Barrett & Nation 200         Mat.         Aug.         Matr.         Oct. Starting Group 200         96         13.1         r1.05* 0.01         16.112           Jan.         Jan.         Jan.         Starting Group 200         96         13.1         r1.05* 0.01         1.6112           Jan.         Jan.         Jan.         Starting Group 200         96         13.1         r1.05* 0.01         1.6112           Jan.         Jan	How         Mary Bornet Eng 100         III         125         53         6         Occurs of the second sec
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28. Jail 26. Sublices 74. (a) 1950-1011     1950/1012 <t< th=""><th>October         Douglas (Robt, M)         45         10.2         0.27         2.46         2.90(51)         —         Underwoon Aup         314         117         12.17           October         +Duntar Group Sp         -         22         16.9         0.24         13         1.6(17.0)         —         -         94         1170         -</th></t<> <th>Jan.         JulyConcentry: 10p</th>	October         Douglas (Robt, M)         45         10.2         0.27         2.46         2.90(51)         —         Underwoon Aup         314         117         12.17           October         +Duntar Group Sp         -         22         16.9         0.24         13         1.6(17.0)         —         -         94         1170         -	Jan.         JulyConcentry: 10p
Intel 100         Intel 100 <t< th=""><th>We shall be a the state of the</th><th>1         Jan         Der Gummins 78791         III 09% 92.0173.81         IIII 09% 92.0173.81         <thiiii 09%="" 92.0173.81<="" th=""> <thiiii 09%="" 92.0173.81<="" th=""></thiiii></thiiii></th></t<>	We shall be a the state of the	1         Jan         Der Gummins 78791         III 09% 92.0173.81         IIII 09% 92.0173.81 <thiiii 09%="" 92.0173.81<="" th=""> <thiiii 09%="" 92.0173.81<="" th=""></thiiii></thiiii>
12 Aug 12 Feb Lind 1147 1970.     104.5 million     Main Link     MainSerbler, FPL Group 50.01     201.402.5 2     51.081     6.7       22 Sep 22 MarEach 127.06 1970.     300.4 million     106.1 million     106.1 million     106.1 million     106.1 million     106.1 million       8 How 8 MaryTrees Stars 1987. 4021.     311.42.10     3.7     8.499     Hain Million     106.1 million     106.	Dec.         July Henderson Group         200         1111         16.0         26.5         Nany         JandA. & G. Sec Elecs Sp.         01         26.11         12.3         32.4         91.1           Dec.         July Henderson Group         200         1111         16.0         26.5         36.135         AMS lack Sp.         123         121         12.3         42.91           Dec.         July Henderson Group         53         14.7         15.5         31.4         110.0         -         FACans Corp.         103         117         1.422.0	0         Feb         AugEnturo (Hidos)         1130         P(12)         Fu2, 23         5,27,7         Apr         September (Dames (Da
Five to Fifteen Years         Inity.App Rr. (2.44 Firs. Septes 3	Nar.         Oct./isrvis.(J)         279         8.9         17.5         9.86         Aug         Decking for the second complexity         78         71.1         1.57.0         2.77.5           April         Mkup (datat         25         1.3         0.25         1.4         19.3         July         Non-Konstance         70         74         7.5         1.3         0.25         1.4         19.3         July         Non-Konstance         70         70         74         7.5         1.3         0.25         1.4         19.9         July         Non-Konstance         70         70         7.4         7.5         1.4         19.9         July         Non-Konstance         70         7.4         7.5         1.4         19.9         July         Non-Konstance         70         7.4         7.5         1.4         19.2         1.5         7.0         7.4         7.5         7.6         7.4         7.6         7.4         7.6         7.4         7.5         7.6         7.4         7.6         7.4         7.6         7.4         7.6         7.6         7.6         7.6         7.6         7.6         7.6         7.6         7.6         7.6         7.6         7.6         7.6 <td< th=""><th>July         Dec Carton Eng. 10p</th></td<>	July         Dec Carton Eng. 10p
14 In 14 Million 1770 Charles 12 or 1970 St. 10047 12 1134 1047 Ja Ap Jy Gdi TT Corp. S1	Instrument         Instrum	9 Feb. Junification inducer 10 (122 0) (12
2/101         2/101         2/101         2/101         2/102 <th< th=""><th>Mar.         Ocl. Naget &amp; Sunders.         136         27.1         4.7         1.7         4.917.1         May         Decke Britannin Sec.         100         99         20.10         5         3.8         20.14-5         3.8</th><th>2         Mary         Oct [Marson &amp; Firsh 10p.         30 - 12 - 12 - 12 - 12 - 12 - 12 - 12 - 1</th></th<>	Mar.         Ocl. Naget & Sunders.         136         27.1         4.7         1.7         4.917.1         May         Decke Britannin Sec.         100         99         20.10         5         3.8         20.14-5         3.8	2         Mary         Oct [Marson & Firsh 10p.         30 - 12 - 12 - 12 - 12 - 12 - 12 - 12 - 1
22.1/m         22.1/m<	Ang.         Feb.Neturnytam Brick         195         5112         6.5         2.1         447         64         647         Constraints         Constraints <th>Jan.         Jany Boy W 50         Jany Boy W 50         Jany Boy W 51         Jany Boy W 51</th>	Jan.         Jany Boy W 50         Jany Boy W 50         Jany Boy W 51
19 Jat 19 Jam Each, 94 Jat 198.     94 Jat 12     10.28     10.28     10.28     10.29     10.29     10.29     10.29     10.29     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.22     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.21     10.22     10.21     10.2	Apr         North Polysipe 10p         22.5/82/242         12.9/27         1.6/30.2	International constraints         Page 10,7
United (Unit)         United (	Jan.         John Software         Jis Jis John Software         Jis Jis John Software         Jis Jis John Software         Jis Jis Jis John Software         Jis	Feb         Angle ages         Space State         Sp
221ad         221ad <td< th=""><th>Drac         JeffyStrant (J) 10p         73         ILIII         ed.35         13         6.3113         Apr         Support J Sc Aures 10p         Windows 20           Jeffy New Termos 500         412         30.9         ftdl0         28         28.1172         Jene         Oct Date Elect. 10p         777.022         4.50.7         8.37272           Jeffy New Termos 500         412         30.9         ftdl0         28         28.172         Jene         Oct Date Elect. 10p         777.022         4.50.7         8.37272           Jeffy New Termos 500         412         30.9         ftdl0         28         28.172         Jene         Dectoatoser let 5c         100         1111         64.51.3         9.2710.6        </th><th>g         —         Profession         75</th></td<>	Drac         JeffyStrant (J) 10p         73         ILIII         ed.35         13         6.3113         Apr         Support J Sc Aures 10p         Windows 20           Jeffy New Termos 500         412         30.9         ftdl0         28         28.1172         Jene         Oct Date Elect. 10p         777.022         4.50.7         8.37272           Jeffy New Termos 500         412         30.9         ftdl0         28         28.172         Jene         Oct Date Elect. 10p         777.022         4.50.7         8.37272           Jeffy New Termos 500         412         30.9         ftdl0         28         28.172         Jene         Dectoatoser let 5c         100         1111         64.51.3         9.2710.6	g         —         Profession         75
ZIMa 214 (1942) 102 05 112 112 112 10 10 10 10 10 10 10 10 10 10 10 10 10	Mar.         Oct./Vibroptant         201         102         th%0 (31         52         8.9         Jan         Oct./Vibroptant         402         111         1522         3.5         1.8           Apr.         Oct./Ward Hides. 10p         258/02/42         7.25         4.0         0         October         428/02/42         1.0         3.2         1.2	Bit         June         June <thj< th=""></thj<>
26549         25549         25549         25549         25549         25549         25549         25549         25549         25549         25549         25549         25549         25549         25549         2559         2012         10542         10101         1a         Ap         Ja         Ap	−         Winguest Grave 100         54         2784         −         −         May         Nor Cases Lighting         270         12.9         15.5         2.4         2.9(2.2)           Det         JelyWingari (Geol, 355         11.6         11.1         12.16.5         Arral         Extraor (Lighting 22)         2.83         19.4         w018% 4         3.4         4           Det         JelyWingary (Geol, 355         12.6         11.1         12.16.5         Arral         Extraor (Lighting 22)         2.83         19.4         w018% 4         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         5         1.3         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4         4         5         3.4	Iden         May Surgers Sarco         162         2210         194.53         231         4.013.0         Jaw         Nove(concors 50p.         455         10.10         1311         170         322         50.11         111           Aug.         Jam Stanety Inds 11         105         531         131         Jaw         Jow Fore Aman 5p.         206         1111         170         32         35.11.5           Statiser & Pite 11         103         110         jaw         Jow Fore Aman 5p.         72         121         275         22         55.11           May         Statiser & Pite 11         103         104         ja3.24         104         ja3.24         104         ja3.24         104         ja3.24         104.12         ja3.14         104.22         ja3.24         104.12         ja3.14         104.22         ja3.14         104.22         ja3.14         ja3.24         ja3.12         ja3.14         ja3.24         ja3.14         ja3.24         ja3.14         ja3.24
Laor	Ang         FebAlker Colloids 10p.         172         131         23 38         1.112.3         Adv         May/Fist Latter Mp	Augest         Tropen         Augest         Augest<
III Sep III MultiTrem, 2pc '98         C 97 J.1.         J JIII 2 47 J.2.         2 4 47         Henky Group	May         More/Brenet Cheme 100	Jahr         Weith         Weith         29         0.1         0.5         Sept.         May Weith         90         13.1         521/1.5         85/11.7           New         May Watchin S00         225         16.9         43.0         0.2         2         Jan.         July Hom Hids, 100         90         13.1         521/1.5         85/11.7           May         May Watchin S00         205         10.6.9         43.0         0.2         2         -         Jan.         July Hom Hids, 100         -         90         13.1         521/1.5         85/11.7           May         Watch         Childhogo         203         10.2         17.2         1.9         531/1.3         June         Felloominuto in, 200         11.3         91.2         15.0         15.7         10.6         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         16.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         15.0         16.0         16.0         15.0         15.0         16.0         16.0         15
Zaren Ziang         Operation         District of the second secon	- De, Defd, 10p	Jan.         Jan. <th< th=""></th<>
Bint         BANK AND O'SEAS         Dividents         Stack         Price         Mat         Confers Pre           GOVT STERLING ISSUES         Feb         AnglAnz SA1         257         3.6         0.316         3.1         6.4         5.0           4 Jan         A Jankinen Or Billing 2010         Tanking 12         10.78         Dec         Jang Aligned Fish         200         21.0         4.9	May         Uncontextual in 500         May	America         DecksDA AFF Group         IS2         US1         12.75         2.9         2.6/18.8         Mary Box         Bit Status         Bit S
264ar         274ar         274ar         274ar         274ar         274ar         274ar <th< th=""><th>Norenber KMortey (R. H.) 100. 39 14.10 1.5 1.3 5.5 20.8 July Jan Marco Bes 39 50</th><th>Apr.         Jung Experts Stote Forts.         276 (St.1)         276 (St.1)         271 (St.1)         <t< th=""></t<></th></th<>	Norenber KMortey (R. H.) 100. 39 14.10 1.5 1.3 5.5 20.8 July Jan Marco Bes 39 50	Apr.         Jung Experts Stote Forts.         276 (St.1)         276 (St.1)         271 (St.1) <t< th=""></t<>
31Mar 3755ep         1.4pc.Ln 1967         1125 <th1125< th="">         1125</th1125<>	May         New Restantii 100         157         50.9         † 213         1.1         1.9         21.4         Octuber         MMIcrowne 50         37         2.9         0.75         6.7         2.9         73         73         72         9         0.75         6.7         2.9         73         73         72         9         0.75         6.7         2.9         73         73         72         9         0.75         6.7         2.9         73         73         72         9         0.75         6.7         2.9         73         73         72         9         0.75         6.7         2.9         73 <t< th=""><th>→         Homework Group 100         40         1978         →         →         Mar.         Septimize Group 100         120e(24.2)         3.22.2.7         3.3111.6           Apr.         OctBernson Group 100         40         1978         →</th></t<>	→         Homework Group 100         40         1978         →         →         Mar.         Septimize Group 100         120e(24.2)         3.22.2.7         3.3111.6           Apr.         OctBernson Group 100         40         1978         →
LStar         LStar         Display         Display <thdisplay< th=""> <thdisplay< th=""> <thdispl< th=""><th>ORAPERY AND STORES         June         DechtEr Corps V20444         444         29.6         013%         3.9         0.8144.7           December         Nexts.Levellery ID16         16         2511         -         -         9.5         June         DechtEr Corps V20444         29.6         013%         3.9         0.8144.7           December         Nexts.Levellery ID16         151         -         -         9.5         Nexts.Levellery ID17         13.0         2.20         2.21         3.7         141.4.9           Dec         June         DecKter Corps V2017         13.0         1.5         2.4         4.4         22.6         2.00         6.0117         13.0         2.01         6.012%         0.444.7           June         June Marchiletone 10047         1.01         1.5         2.4         4.4         22.6         1.00         1.5.7         e1.2         7.8         0.920.2           June         June SuperConstered         100         1.5.7         101.2         7.8         0.920.2         Nay         Nay         Nay         Nay         Nay         1.00         8.0         0.40.4         0.40.4         0.40.4         0.40.4         0.40.4         0.40.4</th><th>June Jan Carr's Milling 172 2112 6.0 2.4 5.0(95t Fertil-A-Chron 97 4.1 11 445 3.2 1.327.9 May Non-Doublers 0. Fargus 29 1.10 Jan Juhr From</th></thdispl<></thdisplay<></thdisplay<>	ORAPERY AND STORES         June         DechtEr Corps V20444         444         29.6         013%         3.9         0.8144.7           December         Nexts.Levellery ID16         16         2511         -         -         9.5         June         DechtEr Corps V20444         29.6         013%         3.9         0.8144.7           December         Nexts.Levellery ID16         151         -         -         9.5         Nexts.Levellery ID17         13.0         2.20         2.21         3.7         141.4.9           Dec         June         DecKter Corps V2017         13.0         1.5         2.4         4.4         22.6         2.00         6.0117         13.0         2.01         6.012%         0.444.7           June         June Marchiletone 10047         1.01         1.5         2.4         4.4         22.6         1.00         1.5.7         e1.2         7.8         0.920.2           June         June SuperConstered         100         1.5.7         101.2         7.8         0.920.2         Nay         Nay         Nay         Nay         Nay         1.00         8.0         0.40.4         0.40.4         0.40.4         0.40.4         0.40.4         0.40.4	June Jan Carr's Milling 172 2112 6.0 2.4 5.0(95t Fertil-A-Chron 97 4.1 11 445 3.2 1.327.9 May Non-Doublers 0. Fargus 29 1.10 Jan Juhr From
24Apr         24Apr         2002         211         711         211         211         211         211         211         211         211         211         211         211         211         21	Jan.         June Appropriate Spanning         200         PS111         7223         15         1.1053         Wr. In Sp. Dobbit Telecon II	Line         Line <thline< th="">         Line         Line         <thl< th=""></thl<></thline<>
Zhap         Zoditikanciester 11%gc 2007         10%gl 5.10/         10.00         10.70         Apr         Occlibilization 11%gc 2007         20%gl 5.10/         20%gl 5.10		May         Oct.Geregs 20:         207         12 G         73 4 29         22 21.2         Ave         Oct.Geregs 20:         130         1410         45.9         15         4109.9         73         12 G         73 4 29         22 G         23 G <th23 g<="" th="">         23 G         23 G         <th< th=""></th<></th23>
Dec         JameScriub St. Aubya	Jane         Internation         44         [21]         62:21         7.11         8.3         Decimite         Presentic 50         61         [21]         9.4         9.4           May         May         May         State         1.07         9.0         1.02         1.03         1.04         9.0         1.03         1.07         9.0         0.22         2.1         0.47         0.4         9.0         1.07         9.0         0.22         2.1         0.31         0.4         0.2         0.4         0.2	Hay Rookfactor (Jack L) 49 28 - (0.5) 23 (24/23.9) Jan. Junitary Statistics 20
In this we be in the characteristic characteristicharacteristic characteristic characteristic character	Jan         Jane         Jane <thj< th=""><th>New Numbers of WJ 10p.         180         20         9         11.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         10.72         10.4         10.72         10.2         10.72         10.7         10.7         10.7         10.7         10.7         10.7         10.7         10.7</th></thj<>	New Numbers of WJ 10p.         180         20         9         11.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         100         20.9         10.1         8.2         0.719.7         100         10.72         10.4         10.72         10.2         10.72         10.7         10.7         10.7         10.7         10.7         10.7         10.7         10.7
144pr 2006 (b) 115: 20.11.05         951         (III = 12.37)         Oct.         ApProx. Franctal         357         16.9         110.5 24         4214.3           11May 17/m0 Do. 115: 05         11.1 ± 0.0         11.1 ± 12.30         Mar.         Contragor France         357         10.6 ± 1.0 ±           9 Ame 150cd Do. 11.1 to         972         11.1 ± 12.30         Mar.         Contragor France         1.77         2.9         9.10 ±         10.4 ±           12 Las Staty Do 12 to 12 165         972         11.1 ± 12.30         December         Wrodchester 1820         1.78         2.11 ± 0.1 ±           12 Las Staty Do 12 to 12 167         972         11.1 ± 12.30         Becenter         Wrodchester 1820         1.78         2.11 ± 0.1 ±           12 Las Staty Do 12 to 12 167         972         11.1 ± 12.10         Becenter         Wrodchester 1820         1.78         2.11 ± 0.1 ±           Public Board and Ind.              2.12         7.75 ± 2.3 ± 3.5 ±           Liss Lindy/Apric N. 5c. 579.89                        .	Harry         #Science (Geod 10p	Jan.         July Routing and States         July Routing and States         July Routing and States         July Routing Routing and States         July Routing
Financial         May         Financial         May         Financial         99         90.91         72.85         4.1142           111an         111b) five is not line: Units 78         101-25.11         10.09         10.10         1.01         0.01         1.01         0.01         1.01         1.01         0.01         1.01         1.01         0.01         1.01         0.01         1.01         1.01         0.01         1.01         0.01         1.01         0.01         1.01         0.01         1.01         0.01         1.01         0.01         1.01         0.01	July Dec         Adv/Gratuments (actional Bros. 5p	
FOREIGN BONOS & RAILS Interest Whitey	Manufact Interest Nu         62         -         R1.5/2.8         35/15.0         Jane         Feb.§retecompating 10b         175         R.12         B0.75/14.0         0.6/16.7           Jan         Jungtietene Lon. 10b         280         2111         14.0         2.4         2.45.5         Nov         Jane         Feb.§retecompating 10b         175         8.12         60.75/14.0         0.6/16.7           Jan         Jungtietene Lon. 10b         28         25.11         14.08         1.8         1.6         10.3         Apr         DecThetenet Compatible         365         -         gl0.97%         1.6         6.3         10.2           Applicience Lon. 10b         28         25.11         14.08         1.8         1.6         1.0         3.0         Mar         DecThetenerity 5p         -         90.976         1.6         5.4         2.4         5.4           Apr         DecThetenerity 5p	Apr.         Opt. (Marguitz
Simular State         Des. Sci 1932         Sci 1932 <th>Dec         Jane Bross of Lerose         122         28.10         E0.1         13         9.4         10.2         Bar.         Control Leron Control         132         7.7         27.6         7.7         27.6         7.7</th> <th>May         National State         State</th>	Dec         Jane Bross of Lerose         122         28.10         E0.1         13         9.4         10.2         Bar.         Control Leron Control         132         7.7         27.6         7.7         27.6         7.7	May         National State
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Financial Times Monday March 3 1986 MINES-Continued INVESTMENT TRUSTS-Cont. Fi FINANCE, LAND-Cont. Stack Price of Net CyriGr's Price st Net C'vr Gr's P/E Dividends Paid Stack Dividends Paid Stock Mar Dec Jan Feb A April N  $\begin{array}{c} \textbf{22} \\ \textbf{75} & \textbf{25.2} & \textbf{(7.5c)} \bullet & \textbf{7.6} \\ \textbf{111}, \textbf{9.12} & \textbf{(10)56} \bullet & \textbf{11} & \textbf{35} \\ \textbf{111}, \textbf{9.12} & \textbf{(10)56} \bullet & \textbf{31} & \textbf{35} \\ \textbf{111}, \textbf{9.12} & \textbf{(10)56} \bullet & \textbf{12} & \textbf{42} \\ \textbf{255}, \textbf{30.9} & \textbf{(10)55} \bullet & \textbf{12} & \textbf{42} \\ \textbf{500} & \textbf{21.12} & \textbf{(10)56} \bullet & \textbf{29} & \textbf{42} \\ \textbf{500} & \textbf{21.12} & \textbf{(10)56} \bullet & \textbf{29} & \textbf{42} \\ \textbf{500} & \textbf{21.12} & \textbf{(10)56} \bullet & \textbf{15} & \textbf{7.5} \\ \textbf{510} & \textbf{21.12} & \textbf{(10)56} \bullet & \textbf{15} & \textbf{7.5} \\ \textbf{52} & \textbf{15} & \textbf{7.5} & \textbf{51} & \textbf{7.6} \\ \textbf{52} & \textbf{10} & \textbf{70} & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{11} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{7.4} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{13} \\ \textbf{760} & \textbf{2.9} & \textbf{(10)70} \bullet & \textbf{12} & \textbf{13} \\ \textbf{760} & \textbf{2.71} & \textbf{(10)70} \bullet & \textbf{14} & \textbf{4.5} \\ \textbf{219} & \textbf{(10)70} & \textbf{(12)} & \textbf{6.5} & \textbf{6.5} \\ \textbf{6.5} & \textbf{0.9} & \textbf{(22)} & \textbf{12} & \textbf{6.5} & \textbf{6.5} \\ \textbf{6.5} & \textbf{0.9} & \textbf{2.71} & \textbf{(250)} & \textbf{2.8} & \textbf{3.4} \\ \textbf{455} & \textbf{1111} & \textbf{0.55} & \textbf{2.6} & \textbf{5.9} \\ \textbf{100} & \textbf{27.1} & \textbf{250} & \textbf{4} & \textbf{9.7} \end{array} \right$ ·. · Australians . . 1010 + 27 1010 + 25 11 + 25 1 + 11 + 1 . \_\_\_\_\_. 
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CRENDON **Hi-Spec Structures** for **Hi-Tech Industries** CRENDON STRUCTURES LIMITED Long Crandon, Aylesbury, 8ucks. HP18 888 Tel: Long Crandon (0844) 208491 Telex: 83249

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## **Bovis builds** Algarve hotel

BOVIS INTERNATIONAL has been appointed managing contractor for a 150-room, five-star luxury botel at Quinta do Lago in the Algarve, Portugal. Construction is scheduled to begin this month and the botel will be complete in the autumn of 1987. The cost of the croject is about £7m. Tho hotel will be landscaped into the pine-wooded hillside and the majority of rooms will have beach and sea views. Facilities will include indoor and outdoor swimming pools, a gymnasium, bealth centre, saung and squash courts, a restaurant, coffee sbop and bars. Interior decor will incorporate local materials including marblo and band painted ceramics. Owner and devoloper is Grampiam Invostimentos Hoteleiros, Lisbon.

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Manchester motorway maintenance EDMUND NUTTALL has awards Shoreline protection contract starts shortly with a 50 week worth a total of £8m. A £3m awarded by Blackpool Borough contract period. The lake is to cootract has been placed by the Department of Transport for the maintenance of Greater Man-chester's motivity with a wall on the seaward side chester's motorways. The two-year contract, which comes into effect on April 1 after the aboli-tion of the Greater Manchester and construction of reinforced concrete capping beams and aprons together with concrete pavements and renovation and Council, covers several aspects of routine maintenance includof routine maintenance includ-ing lighting repairs, routine re-surfacing, gully emptying, grass cutting and emergency maloten-ance. The motorway network in Manchester includes sections of the M56, M63, M62, M63, M67 and M602. The £13.6m Norbeck structural repair of promenade shelters. The contract period is 140 weeks. The Metropolitan Borough of Wirrall bave awarded a f1.5m contract for the reconstruction and extension of the West Kirby marine lake which

#### Scottish projects for Tarmac

Two projects in Scotland are premises in Pentonville Rd, included in contracts, worth London, for National Girobank over £5.5m, awarded to TARMAC (£501,000); and building factory CONSTRUCTION. The largest units at Great Harwood, Lancashire, for Lancashire Enterprises ls for building a £1.6m six-storey office block in West George St, (£475,000). The company's contract housing organisation has Glasgow, for Bett Brothers (Prothree contracts-modernising 55 perties). Work has started for completion in about 18 months. homes for Derby City Council At Riccarton, West Lothian, the (£644,000) and external works company has an £812,000 conon 120 homes on two sites for tract for extending a building Leicester County Council, to-and providing additional labora- gether worth £456,000. Termac gether worth £456,000. Termac tories for Syntex Pharma-ceuticals. Other contracts in-clude office block, vehicle main-tenance bay and associated works Refurb has a £471,000 contract for work at Salters Meadow Health Centre, Burntwood,

at Manchester for Esso Petro- Staffs, for South-East Stafford-loam (2377,000); refurbishing shire Realth Authority.

includes demolition of sea walls with a wall on the seaward side and groynes; driving steel piling followed by the dredging of followed by the dredging of 71,000 cu metres of beach and lake bed material. The new wall will be constructed of 12,500 cu metres of filter stone, armoured on the outside with 6,800 cu metres of armour stone and pro-tected on the inside with 9,800 sq metres of stone asphaltic con-crete. It will bave a cut off of 6,890 sq metres of steel sheet piling.

#### £4m Guildford hotel scheme

WILTSHIER SOUTHERN, WID-WILTSHIER SOUTHERN, Win-chester, has been awarded a contract by Trusthouse Forte to build the Guildford Post House Hotel, worth ovor 54m. The design will follow the traditional style of two and three storeys, built in brick with a tiled roof. Work has started at Egerton Rd, Guildford, and completion is doe in the first half of 1987.

WALTER LAWRENCE & SON is building workshops and stores for the Crossness Sewage Treat-ment Works in Belvedere Rd, Abbey Wood, SE2, for Thames Water, at a cost of £1.6m.



## **Office tower in Ontario** quarters of the Canadian Im-perial Bank of Commerce, is due to start this month with

The 250,000 sq ft building will have two levels of base-ment car parking, and a re-

inforced-concrete frame with glass curtain walling. The entrances and lobbles will be clad in granite.

been awarded two contracts. The largest is for the CEGB to demo-lish Skelton Grange "A" power station and is valued at £2m.

Taylor Woodrow Construc-York, has been awarded a \$14m (£16m) contract by Dover Park Dovelopment Corporation to be general con-tracter for the construction of a 16-storey office tower in Hamilton, Ontario, Canada. Work on the building, which will be the new head-

## **Good start for Wallis**

In the first month of 1986, G. E. due for completion in May 1987. WALLIS & SONS has started In London, extension and refur-projects totalling film in Lon-bishment work is underway to don, Bristol and Swansez. Of the TGWU regional office in these, two are management coo-diment Lances (files), and work is mearing completion on an these, two are management con-tracts and together total £3.55m. studios for HTV in Bristol and fitting-out an office building in the Strand for British Aero-space. In Cardiff a two-storey administration building is under construction at Maindy Barracks at £710,000 and Devonshire House in Greyfriars Road is being refurbished for the Aquis Property Co (£250,000). Work has started at the Grand Theatre, Swansea, on a refurbishment of the auditorium, construction of a new frontage and bar/foyer extensions on each side of the building. The £2.3m project is is nearing completion on an olght week refurbishment pro-ject at Continental Bank House In Queen Victoria Street £250,000. Decoration of galleries at the Victoria and Albert Museum will commence shortly together will commence shortly together with renovation work to the roof £500,000, and refurbishment pro-£500,000, and refurbishment pro-jects are underway at Queen Anne'e Gate and Lexham Gar-dens, London £850,000. In Somerset, a three-storey accom-modation block is undergoing re-furbishment at RNAS Yeovilton for Property Services Agency £500,000.

#### **Building homes in north west**

Building and civil engineering contracts totalling over £5m, bave been won by Warrington based CRUIDEN CONSTRUC-TION. At Boundary Street in Liverpool, the company is build-ing 102 family bouses for the City of Liverpool, while at Cobden Street, Woolton, work is about to start on 58 sbeitered flats for Sorvite Houses. Work has started on a project to build 35, Sperson bouses at Wallasey for the Wirral Borough Council. £1.7m refurbishment projects include a pilot scheme at Brook-LEEDS DEMOLITION, CO has

The week's business in parliament TODAY

Financial Times Monday March 3 1986

March 24-27

March 25-27

April 3-6

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## **BUSINESSMAN'S DIARY**

#### UK TRADE FAIRS AND EXHIBITIONS

Current Glass and Glass Technology MT 86 (07072 75641) Exhibition - GLASSEX (0378 NEC, Birmingham 77966) (until March 5) NEC, Birmingham

March 4-6 Telecom Exhibition Business (01-868 4466) Barbican Centre March 4-7 March 4-7 World Dredging Exhibition and Congress (01-549 5831) Brighton March 9-10 British Chemists Exhibitions-

March 25-27 Fashion Fabrics Exhibition — FASHION FABREX (01-385 (201) Olympia 1200) April 2-4 London Book Fair (01-940 6065) Barbican Centre BRITCHEM (01-802 4258) NEC, Birmingham

March 11-13 Spring Annual Gardening Exhi-bition-SAGE (021.780 4171)

International Production Show for the Electronics Industry (0280 815226) Olympia March 16-19 Meat Technology and Food Pro-

April 8-10 National Pub, Cinb and Leisure Show (01-222 9341) Olympia cessing Exhibition - MEATEX (0423 61819) NEC, Birmingham April 8-10 International Helicopter Tech-nology and Operations Confer-ence and Exhibition (01-549 larch 14-19 Harrogate Fashion Fair (01-637 2400) Exhibition Centre March 17-20

#### **OVERSEAS TRADE FAIRS**

International Machine Tool, Metalworking & Allied Indus-tries Exhibition (01-436 1951)

for Lloyds' underwriters (01-381 1284) Connanght Rooms, WC2 March 5-6

March 17-21

(01-977 4551) March 20-26

March 22-24

March 3-7 Asian Safety, Security and Fire Equipment Exhibition (01-487 9622) Knaia Lumpur 2622) March 13-16 Scandinavian Travel and Tourism Exhibition — REJS 86 (Copenhagen 45 1 51 8811) Copenhagen 5051)

April 20-24 Third Saudi Oil Show (01-486 Al-Rhebar

Materials Testing Exhibition

Information Technology and Office Automation Exhibition and

Conference-INFO (01-647 1001)

Olympia

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NEC, Birmingham

April 23-26 International Packaging Exhibi-tion—PROPACK (021-705 6707)

Store and Shopfitting Equipment and Machinery Exhibition — KORSTORE (01-439 0501) Seoul April 22-25 International Traffic Engineering Trado Fair (01-437 2175) Amsterdam March 19-23 International Spring Trade Fair Vienza

May 2-15 International Printing and Paper Fair-DRUPA (01-493 3983) Dusseldorf

May 5-8 Business Efficiency, Office Auto-mation and Business Communi-cation Exhibition — BEE/OFEX (01-855 7777) Hong Kong March 22-24 International Footwear Trado Fair (01-493 3893) Dusseldorf March 23-26 Fashion Week (01-486 1951) Munich

#### **BUSINESS AND MANAGEMENT CONFERENCES** March 4

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1986 (01-621 1355) Hotel Inter-Continental W1 Financial Post: Investing in

Financial Post: investing in Hotel Infor-Commental, wi Canada-a new partner in North March 17-19 America (01-434 2233) Grosvenor House, WI March 4-5 FT Conferences: Cable Tele- March 19-20

March 4-5 FT Conferences: Cable Tele-vision and Satellite Broadcasting (01-621 1355) Hotel Intor-Continental, W1 2705) Tower Hotel, E1 March 21 Oracle Business Information: March 5 Business Briefings/Tolley Acting

Managing a unit trust--taxetioo and accounting requirements (01.727 5120)

1284) Connange, and a second start of the for international Research: Advanced techniques for using the European currency unit (01-434 1017) CFS Conference Centre, Wi CFS Centre, Start Cen

Euromoney: Mergers and acqui-sitions (01-236 3288) April 7-8 FT Conforences: Technology and sitions (01-236 3288) Hyde Park Hotel, SW1 March 9-11 Metal Bullstin Conferences: Fourth International Mini Mills the New Securities Markets (01-621 1355) Hotel Inter-Continental, W1

conference (01-330 4311) Hilton International, Paris April 14-15 FT Conferences: The fourth

manufacturing automation forum (01-621 1355) Hotol Inter-Continental, WI

April 15-16 IBC: Marksting in the travel industry (01-236 4080) Portman Hotel, W1

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Key to better building and development (021-632 4561) Royal Garden Hotel, WI March 14 The Economist: Putting your message across-making cor porate communications work (01-839 7000) Partman Hotel, WI Portman Hotel, WI Oracle Business Information: Tax planning for the siogle contract self-employed (01-727 3503) 22 Portman Close, WI FT Conferences: The prospects for tourism in Britain (01-621 Portman Hotel, W1 for tourism in Britain (01-621 Hotol Intor-Continontal WI

## (Curacao) Finance N.V.

US\$ 100.000.000 12%% Guaranteed Notes due 1992

NOTICE IS HEREBY GIVEN that pursuant to Condition 5(b) of the Notes, US\$ 10,000,000 principal amount of the Notes has been drawn for redemption on the 4th April, 1986, at the redemption price of 101% of the principal amount, together with accrued interest to 4th April, 1986.

The serial numbers of the Notes drawn for redemption are as follows:-

4854 5793 6637 7572 8608 9613 10677 11652 12849 13856 14871 16042 17107 18083 19125 4858 5799 6639 7573 8609 9634 10678 11668 12853 13865 14872 16059 17112 18113 19132 4889 5804 6642 7585 8648 9636 10691 11678 12860 13867 14898 16060 17130 18118 19135 4895 5815 6648 7590 8657 9649 10708 11687 12864 13872 14906 16082 17137 18133 19136 3932 4858 3940 4889 3967 4895 944 948 951 1774 28 31 35 52 56 66 75 1785 2957 5824 6649 7617 8675 9651 10717 11696 12891 13876 14912 16094 17137 18133 19136 5826 6653 7619 8691 9654 10729 11734 12900 13889 14920 16095 17159 18154 19140 5876 6657 7628 8692 9657 10754 11745 12923 13908 14945 16101 17160 18159 19189 5883 6672 7629 8700 9667 10756 11748 12925 13909 14952 16102 17197 18201 19201 5886 6686 7631 8701 9674 10758 11755 12938 13910 14957 16103 17200 18209 19204 2968 2993 2996 955 957 958 4917 4928 4929 4931 3984 1819 3011 3016 3990 4005 77 138 140 142 145 152 156 164 166 173 202 206 210 220 237 981 990 1849 

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# **The Nippon Credit Bank**

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الي الذي الحالية المراجع المراجع المحمد المتحدثين (أحمد الما <del>المعموسية)</del>

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TODAY Commons: Oebste on Wolsh affeirs on an odjourment motico. Debate on s motion taking note of EC documents relating to the European Socief Fund. Lords: Dutor Spece Bith, Third Reading, Museum of London Bill, Committee. Debate on Report of the EEC on Tola-vision without Frontions. Select Committees: Homo Affaire: Sub-committee on Raca Relations and Immigration-Subject Bangisdathia in Britain Witness: Federedon of Ben-sledsh Associations (Rooms B, 4.15 pm). Environment-Subject: Planning Ber (Room 20, 4.30 pm). Trassury and Civil Servico-Subject: EC Budgetry Olsciplino. Witnessee: Tressury officials (Room 15, 4.45 pm). building a two-storey office and canteen with attached single-storey workshop and parts department, at Park Royal, NW10. Olscipling. Witnessed: Insulury officials [Room 15, 4.45 pm]. TOMORRIW Commons: Romaining stages of the Housing [Scotland] Bill. Becond Read-ing of the Salmon Bill. Lards: Orug Tratficking Offences Bill, Second Reading. Law Reform (Perent and Child) [Scotland] Bill. Second Reading. Unatared question on the Government's resction to Royal Collego of Nursing concern at the reorganise-tion of the National Haolth Service. Select Committees: Education. Beisnes and the Arts-Subject: Prison educa-tion. Witnesses: Home Diffice's prison department; NACR (Room 21, 10.40 am). Trads and Industry-Subject: The sin crisis. Witnesses: Hon Alan Clark MP, Minitater for Trade, Hon Alar Clark MP, Minitater for Industry, and Officials [Room 15, 445 pm]. Joint Committee-Lothlan Region (Edinburgh Western Ralief Resd) Order Confirma-tion III [Ronm 3, 10.30 am]. WEDNESDAY Commons: Oebste on a Bovernment motion taking note of the White Paper on developmenta in the EEC barrier on developments in the EEC between January and June 1985. Motion on the annual report from the Europea annual raport from the European Court of Auditore. Lords: Short debate on the law relating to charitise. Short dobato on the case lor a new otructure lor tho governanco and funding of universities and polytechnics. Musoums and Galleries (Prohibition of Admission Charges) Bill, Second Roading. Select Committees: Oxfance—Subject: Gallaries Prohibition of Admiasion Chargas) Bill, Second Roading. Select Committee: Oefence-Subject: Oefance Implications of the tuture of Westland olc. Witness: to be announced (Room 8, 10.30 am). Energy -Subject: Coel Industry. Wirnesses: British Association of Comocratic Mine-workers (Room 8, 10.30 am). Employ-ment-Subject: Manpower Services Commission's corporate plan 1966-80. Winesses: MSC officials (Room 8, 4.16 pm]. Public Accounts-Subject: Provision of legal aid in England and Woles, Witnesses: Bit Oarsk Oulton KC8, OC. Lord Chancollor's Dapart-ment. Mr O. Edwards, The Law Society (Room 16, 4.15 pm). Sociel Bervices-éubject: Prison Modical Services-tion; Prison Governors Branch, SCPS: Association of Chief Officers of Proba-tion; Prison Governors Branch, SCPS: Association of Chief Officers of Proba-tion; Mational Association of Proba-tion; Mational Association of Proba-tion; Mational Association of Proba-tion; Mational Association of Proba-tion Matropolyan Authoritias; Association of Matropolyan Authoritias Association of Dirigit Councils (Room D S Έ G 'M S IJ clation of Matropolitan Authoritiaa Assocation of Oistrict Councila (Room Assocation of District Councils (Room 30, 430 pm). Trado and Induotry-Subject: Westland plc. Witnows: Rt Hon Michael Heseltine MP IRcom 15, 4.45 pm). Unoposed Bills-list of Wight. City of London (Verious Powers). Swensos City Council (Tawe Barraga) [Ronm 0 down). THURSIDAY Commons: Opposition Owy: Ophers on Commona: Opposition Cay: Oobats no the plight of the oldariy. Motion no regula. loes Bovernment reorganiaation Lords: Legol Aid (Scotland) Bill, Pro-tection of Millicary Romains Bill, Socond

Committees: Agriculture

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Solact Committees: Agricuiture-Sub-loct: The effect of pesticides on human hasith. Witnoss: Health and Selaty Exocutive. (Room 18, 10.45 am). Joint Committee-Lothian Rapion [Edinburgh Waatom Reliof Road) Ordar Confirms-tion Bill. [Room 3, 10.30 am]. FRIDAY

Commons: Private Members'

Hilton International, Paris March 11 FT Conferences: The Euro-markets in 1986 (01-821 1355) Hotol Inter-Continental, W1 March 12 High-Point Research and Studies: Key to better building and development (021-632 4561) Royal Garden Hotel, W1 March 14 The Economist: Putting your Work starts on April 1. The secood is for British Home Stores for demolition of pre-mises in Mansfeld and the sdjacent Nags Head to be redeveloped as a superstore. Leeds Demolition is a member of the recently restructured GMI Hold-ings group. JOHN WILLMOTT WEST LONDON has been awarded a contract worth almost £2m hy Normand, for the demolition of an office and workshop and re-March 17-18 FT Conferences: Pensions in

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published.

This announcement complies with the requirements of the Council of The Stock Exchange. It does not constitute an offer of, or invitation to the public to subscribe for or to purchase, any securities

**General Motors Acceptance Corporation** (U.K.) Finance plc (Incorporated in England)

#### £75,000,000

#### 11 per cent. Notes 1991

guaranteed as to payment of principal and interest by

#### **General Motors Acceptance Corporation** (Incorporated in the State of New York)

#### Issue Price 100% per cent.

The following have agreed to subscribe or procure subscribers for the Notes:

#### Hambros Bank Limited

Dresdner Bank Aktiengesellschaft	Morgan Grenfell & Co. Limited
wiss Bank Corporation International Limited	Bank Brussel Lambert N.V.
Banque Indosuez	Banque Paribas Capital Markets Limited
County Bank Limited	<b>Credit Suisse First Boston Limited</b>
BC Amro Bank Limited	Genossenschaftliche Zentralbank
Sirozentrale und Bank der österreichischen Soartassen Aktiengeselischaft	Aktiengeselischaft Lloyds Merchant Bank Limited
Aerrill Lynch International & Co.	Samuel Montagn & Co. Limited
forgan Stanley International	<b>Orion Royal Bank Limited</b>
alomon Brothers International Limited	Société Générale
Inion Bank of Switzerland (Securities) Limited	
polication has been made for the Notes, in hearer form	in the denomination of 61 000 and a minute

the above issue to be administed to the Contrar Est by the Council of The Stock Exchange, subject only to the issue of the temporary global Note. Interest will be payable annually in arrears on 7th April, the first payment being made on 7th April, 1987.

Particulars of the Notes are available in the statistical services of Extel Statistical Services Limited. Listing particulars for the Notes may be obtained during usual business hours up to and including 5th March, 1986 from the Company Announcements Office of The Stock Exchange and up to and including 17th March, 1986 from the following:--

	Hambros Bank Limited, 41 Bishopsgare, London EC2P 2AA	Cazenove & Co., 12 Tokenhouse Yard, London EC2R 7AN	
Motors Acceptance (U.K.) Finance pk Wesley House, 19 Chapel Street Laton LU1 2SE			Chemical Bank, 180 Strand, London WC2R 1ET
·	3rd March, I	<b>996</b>	

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## WORLD STOCK MARKETS

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	AUSTRIA	GERMANY	AUSTRALIA 1985/8 / Feb. 28 iPriec	JAPAN	CANADA						
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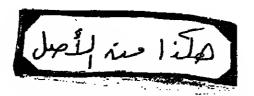
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1<sub>2</sub> + 1<sub>2</sub> + 3<sub>4</sub> - 20 + 10 - 28 + 1<sub>8</sub> ) 1199 ) 35 71 ) 13 153 ) 22 1104 u 11 16 24 27 75 8 32 194 0 14 58  $25\frac{1}{2} + \frac{1}{2}$   $25\frac{1}{6} + \frac{1}{4}$   $25\frac{1}{6} + \frac{1}{4}$   $4\frac{1}{4} + \frac{1}{4}$   $4\frac{1}{4} + \frac{1}{4}$   $5 + \frac{1}{6}$ Brscng 1 60 CDI 15 CMI Cp 26 Carrico 44 9 CMarcg 28 Chorph 561 ChmpH 72 17 ChmpH 561 ChmPP 72 17 ChmPP 72 17 ChmPV 120a 13 ChmPv 1 ងដែរនៃក្នុងទំនាំដឹងទំនាំងទៀន ប៉ង់ខ្លះខ្លាំ នួនទៀតនងទំនំមិនជាចំដើមនៃទំនិងនៅក្នុងទំនំនឹងនៅក្នុងទំនំនឹងនៅក្នុងទំនំ ក្លាំងទំនំនិងនៅក្នុងទំនំនឹងទៀន ប៉ង់ខ្លះខ្លាំងនេះខ្លាំងនេះខ្លែងទំនឹងជាចំដើមនៃខ្លះខ្លះខ្លះខ្លះខ្លះនេះ នៅទំនំនឹងនៅទ รักรับรับรายขึ้นเป็นสีมาร์การสีมาร์การสีมสีมักร้อยเรื่อการสีมาร์การสีมชัยวิทธิ์ เป็นสีมาร์การสีมชัยวิทร์การสีมช สาวกับรายขึ้นเป็นสีมาร์การสีมาร์การสีมชัยวิทธิ์ เป็นสีมักร้องการสีมชัยวิทธิ์ เป็นสีมชัยวิทร์การสีมชัยวิทธิ์การส v VIAmC VIRsn Vernple WrnC WangB WrnCw/ WshPst WrnCw/ WshPst Wallon Weilam WalGrd Wstbrg Wbgbil Wsckee Wdstrm Wwcke± Zimer 17.5 10 41.2 2012 2036 11-16 146 2856 .20 .18 .11 OEA Oaliwds 08 OCkwep OzarkH 20 PaliCps 38 Perinc 80 Perinc 80 Pethw ProwSy PnDsm PopsEv Presid 19'2 + 4'4 17'2 -37 + 7.16 29'8 + 11-16 -3'4 18'4 60 3'4 19 273 177 2 17'8 3778 7-16 3014 15-16 338 1834 80 314 4 9 317 61 103 3306 46 8 21 2 37 107 7 25 110 312 1150 1150 1150 1150 1150 1150 1150 • 13g • 3-16 • 1, 28 12 . 12 ISS 14 54 17 578 + 12 578 **OVER-THE-COUNTER** Nasdaq national market, closing prices, February 28 Stock Sates (Indes) 3711 2131 22155 22155 2956 1257 1257 1256 1256 1257 Low Lest Sales (Hads) 246 15 10633 331 324 338 199 752 53 403 2764 753 150 403 High Low ADC 1 AEL AFG ASIN Acalinn Acufty Adade Adada Adada Adade Adade Adada Adada Adada Adada Adada Adada Adada Ad chemes Chryfe Chryfer Chryfer Chroat Exovi Kaman Kastor Kastor Kaydor Kemp KyCnLl Kevox KevTm Kubrk Kroy Kroy Kroger Kucka 2314 1558 914 1178 9614 5317 154 1374 138 1814 834 1578 1377 833 561 947 947 911 912 2955 158 707 193 .12 3 FOP FMI set FarmFarm FredGps Farofiu Fibrons Folgons Fibrons F - 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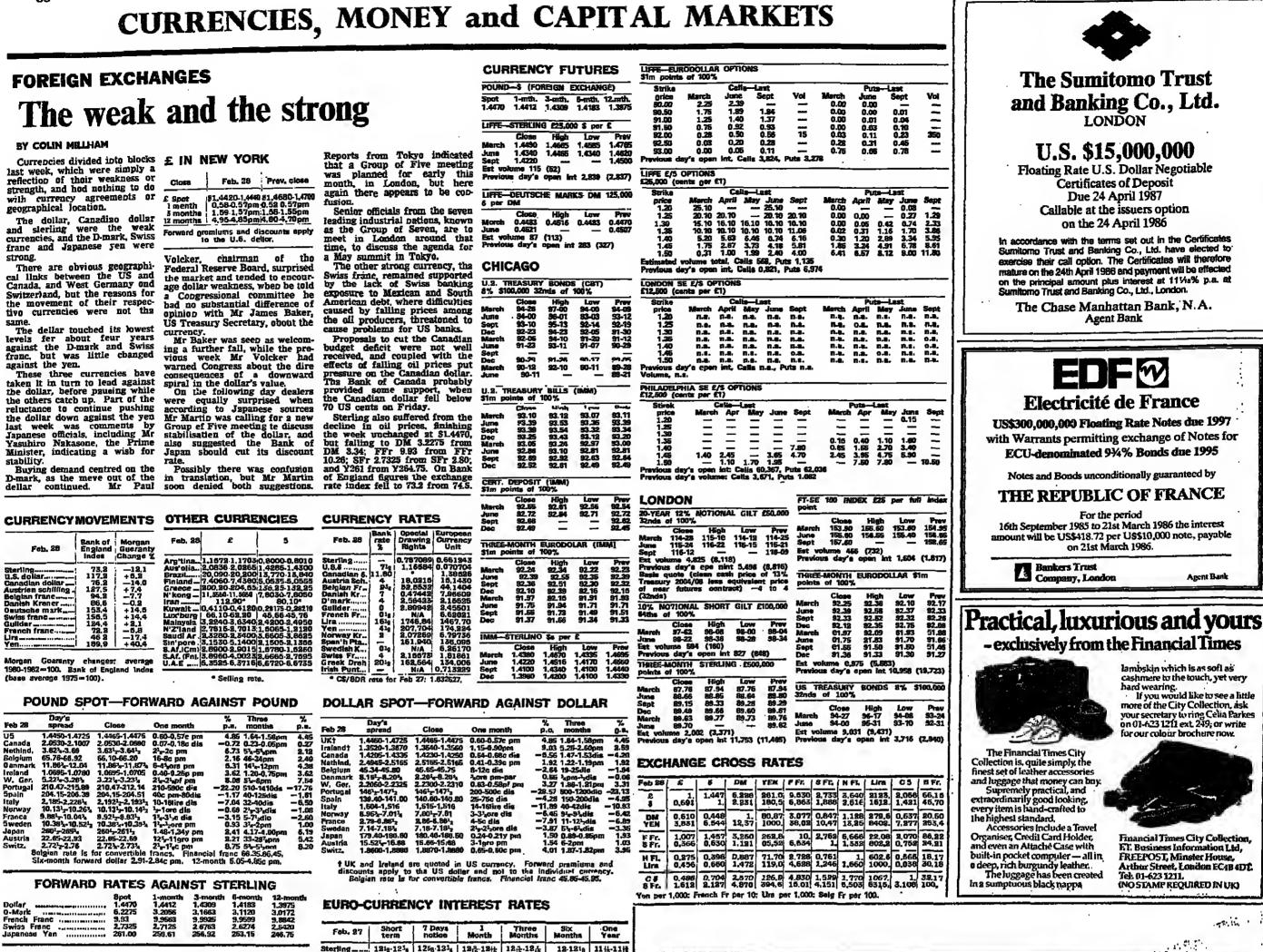
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AMEX COMPOSITE CLOSING PRICES Closing prices February 28

31         1914         Plassey         7.2e         2.4         2.2         4         3014         2014         -14         31         20         Sw471         1.3         5         15         3218         3229         2234         14         1314         1578         298         Sw4F01         1.3         5         15         3218         3234         3234         1314         1314         1         1578         298         Sw4F01         292         1334         1314         1         1578         298         Sw4F01         292         1334         1314         1314         1         1578         298         Sw4F01         292         1334         1316         1316         1316 </th <th><math display="block">\begin{array}{cccccccccccccccccccccccccccccccccccc</math></th> <th><math display="block"> \begin{array}{c ccccccccccccccccccccccccccccccccccc</math></th>	$\begin{array}{cccccccccccccccccccccccccccccccccccc$	$ \begin{array}{c ccccccccccccccccccccccccccccccccccc$
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FOREIGN EXCHANGES

#### BY COLIN MILLHAM

38

last week, which were simply a reflection of thoir weakness or strength, and hod nothing to do with currency agreements or geographical location.

The dollar, Canadizo dollar and slerling were the weak currencies, and the D-mark, Swiss franc and Japanese yen were strong.

There are obvious geographical links between the US and Canada, and West Germany ond Switzer) and, but the reasons for the movement of their respectivo currencies were not the same

The dellar touched its lowest levels fer about feur years against the D-mark and Swiss franc, but was little changed against the yen.

These three currencies bave taken it in turn to lead against the dollar, before pausing while the dollar, before pausing while the others catcb up. Part of the reluctance to continue pushing the dollar down against the yen last week was comments by Japanese officials, including Mr Yasuhiro Nakasone, the Prime Minister, indicating a wisb for

# Feb. 28 French franc.....

#### POUND SPOT-FORWARD AGAINST POUND

Feb 28	Day's spread	Close	One month	% p.a,	Three months	% p.e.	Feb 28	Day's	Close
	1.0695-1.0790 5.223-3.263 210.47-215.89 204.15-206.39 2.185-2.2264 10.134-10.265 9.884-10.043-1 2.804-2057 2.265-22.93 2.727-2.76 leijain rate is 1	8.92 <sup>1</sup> -9.93 <sup>1</sup> - 70.38 <sup>1</sup> -10.39 <sup>1</sup> - 260 <sup>1</sup> -261 <sup>1</sup> - 22,85-22,69 2.72 <sup>1</sup> -2.73 <sup>1</sup> - for convertible	0.60-0.57e pm 0.07-0.18c dis 2 <sup>3</sup> r-2c pm 16-8c pm 6-35 ora pm 0.40-0.256 pm 210-390c dis 40c pm-80dis 10-18ire dis 10-18ire dis 14-33 o dis 14-34 o di	4.85 -0.72 6.73 2.16 5.31 3.62 8.08 -22.20 -1.17 -7.069 -3.15 0.93 2.41 8.27 8.75 5 franc	1.64-1.58pm 0.22-0.05pm 5%-5%pm 46-34pm 14%-12pm 14%-12pm 1.20-0,75pm 5%-6pm 5%-6pm 5%-6140ds 2%-00ds 2%-00ds 2%-00ds 3%-2pm 3%-25%pm 3%-25%pm 3%-25%pm 3%-25%pm	4.45 0.27 2.12 2.40 4.38 3.62 7.54 -1.51 -5.50 -1.08 -2.60 1.00	UK† Iralandt Ganada Nathind, Beiglum Danmark W, Ger. Portugal Spain Italy Norwäy France Swedan Japan Austria Switz.	2015-22-16-22 2.4945-2.5165 45.34-45.80 8.18 <sup>2</sup> -8.20 <sup>4</sup> 2.2660-2.2125 146'3-147.2 139.40-141.00 1.604-1.516 6.952-7.014 2.78-0.867 7.14-7.184 1.552-7.688 1.8600-1.8880	C1080 1.4465-1.4 1.3540-1.3 1.4230-1.4 2.5165-2.6 45.65-45.3 2.204-8.2 2.2300-2.2 146.60-144 1.515-1.51 7.001-7.7 8.86-8.80 7.18-7.18 180.40-18 15.66-15.4 1.8870-1.4
	ilx-month forwa	nd oollar 731-	2.84C pm, 12-m	iontii 5.0	5-4.85c pm.		1 UK	and Ireland	are auoted

Feb. 87	Short term	7 Days notice	1 Month	Three Months	Six Months	One Year
Sterling	1818-1254	1258 124	18 8.18+	12	12.1218	11 18-11

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#### Financial Times Monday March 3 1986

Comparison of the second

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EMS EUROPEAN C	URRENCY	UNIT RA	TE:
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	Ecu central rates	Currency omounts against Eeu February 28	% change from central rate	% change adjusted for divergence	Divergence Limit %
Bolgian Franc	44.8320	44.1404	-1.54	+1.13	-1.5425
Ganish Krone	2.12857	7.96609	-2.00	+0.67	+1.6421
German O-mark	2.23840	2.15525	-3.71	-1.04	±1.1455
French Franc	6.86402	6.62991	-6.41	0.74	+1.3654
Dutch Guilder.	2.52206	2.43501	-3.45	-0.78	+1.5162
rish Punt	0.724578	0.713229	-1.57	+1.10	$\pm 1.6673$
Itolian Lira	1520.60	1467.70	-3.48	-1.88	±4.0856

weak currency. Adjustment calculated by Financial Times.

#### **MONEY MARKETS**

### Sterling holds the key

Interest rates continued to fall on the London money market last week, but hopes of lower bank base rates tended (o fade, as the pound reacted nervously to oil price movements. Sterling

was unchanged against the dollar, but this was after losing sbout 3<sup>1</sup>/<sub>2</sub> cepts on Friday, while failure to improve against such a depressed currency as the dollar could bardly be regarded as an enconraging sign for interest rates.

Nervousness increased late Nervousness increased late Friday 22 the pound tumbled to a record low against the D-mark and to below 10 French francs for the first time since Septem-ber 1981. For much of the week falling oil prices were ignored, 22 money came out of the dollar and was of tracted by high London

was attracted by high London

UK clearing banks hase lending rate 121 per cent since January 9

interest rates, but with May delivery North Sea crude losing 1 cent a barrel op Friday, when 1 cent a barrel op Friday, when it was quoted at \$12.70, sterling came under pressure. Goed UK trade figures, pub-lisbed on Wednesday, followed equally encouraging January data on currency reserves, money supply, hank lending and public sector borrowing, released ear-lier in February. Taken together these figures turned sentiment in the money market from expectations of an imminent rise in hank hase

imminent rise in bank base rales, to optimism about a cut, but the performance of sterling

WEEKLY CHANGE IN WORLD INTEREST RATES

LONGON	Feb. 28	change	NEW YORK	Feb, 08	cha
Base rates 7 day interbank	121 <sub>2</sub> 1256	Unch'd	Prima rates	518	Une
3mth interbank	10 .	_L	Federal funde 3 Mth. Tressury Bills	734	Unc 0.0
Treasury Bill Tender	11.8481	-0, 1986	6 Mth. Treasury Bills	7.52	-0.
Band 2 2ills Band 2 Bills	1236	I'YNGIT O	6 Mth. G D		i-0.
Sand 3 21la	1212	Unch'd	FRANKFURT	1	
Band 4 Bills	10 -	Unch' d	Lombard	8.6	Unc
6 Mth. Treasury Billa 1 Mth. Bank Bills	(11県) 1845	<u> </u>	One Mth. Interbank	4.25	Une
6 Mth. Bank Bills	112	÷,	Three menth	4.425	uno
	- 19		PARIS	ł	(
TOKYO Ons month Bills	6.09375	+0.126	Intervention Rate	51g	Unc
Three month Bills	5.90625	Unch' d	One Mth. Interbank	25	Unc
BRUSSELS	1		MILAN	2:5	Unc
One month	054	Unch'd	One month	17 🚠	
Three menth	014	-is	Three month		(+ 58)  + 18
AMSTEROAM			OUBLIN		
One month	5.3	i+‡r	One menth	1	_
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hand 2 bills 34 to 63 days and I cont Bank of

#### MONEY RATES

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Feb. 28	Ov'r-nio't	One Month	Twe Months	Months	Six Months	Lombar
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(11.00	a.m. Feb	. 28;		51	x months	US dalle	1
Three or	Three months US dollarn		US dollam		7 8/4	effer	7 7/8
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LONDON	MONE	R	ATES				
Feb. 22		Over light	T deys	Month	Three Monthe	ebr Months	One Year
Feb. 22		Over light	7 deys	182.124	Months 154-103	Months 11(2.10	Year 115a 11
Feb. 22 Interbank	Depos 12	Over light 8-154	7 deys	12 6 12 1 12 5 1058 12 5	Monthe 154-103e 121e-1214 123e	Months 11/2-10 11/2-12/2 11/2	Year 1150-11 1150-11 1150-11 11#
Feb. 22	Depos 12 Bonds	Over ilght 8-154 12-12%	7 deys notice 101g-183, 101g-1056	12 - 12 - 10 - 12 - 10 - 12 - 10 - 12 - 10 - 12 - 12	Monthe 154-103 1218-184 1838 1234	Months 11/2-10 11/2-12/2	Year 115e-11 115e-11 114 114 117
Feb. 22 Interbank Sterling GDs Local Authority Local Authority Discount Mkt I Company Depo	Depos Bonds Depos. 1 10	Over ilght 8-154 12-12%	7 deys notice 1018-183, 1019-1058	12 - 12 - 12 - 12 - 12 - 12 - 12 - 12 -	Months 154-1036 1218-1214 1236 1234 1234 1214	Months 11/2-10 11/2-11/2 11/2 1839	Yeau 1150-11 1156-11 114 114 117
Feb. 22 Interbank Sterling GDS Local Authority Local Authory Discount Mikt 1	Depos Bonds Depos 12 Bonds Depos 10 Epos (Buy)-	Over ilght 8-154 12-12%	7 deys notice 101g-183, 101g-1056	12 - 12 - 10 - 12 - 10 - 12 - 10 - 12 - 10 - 12 - 12	Monthe 154-103 1218-184 1838 1234	Months 11/2-10 11/2-12/2 11/2	Yes 1156-1 115-1 11

Treasury Bills (sell): one-month 12% per cent; three-months 11% par cent. Bank Sella (sell): one-month 12%:12%, per cent; three-months 11%, per cent. Treasury Sills: Averaga tendar rate at discount 11.8481 per cent. ECGD Fixed Finonce Schems IV reference date January 2 to February 4 (inclusive]: 13.077 per cent. Local authority and Finance Heuses seven day's notice, ethers seven days' fixed. Finance Houses 20ea Rotos 13 per cent from March 1, 1996. 2ank Oeposit Rate fer sums of seven doys' notice 2+8% per cent. Cartificets of Tax Oeposits (Series 6). Deposits £100,000 and over held under one month 12% per cent; ene-three months 12% per cent; three-sis months 11% per cent; sis-nine months 11% per cent; three-lamont file per cent. Under 5100,000 11% per cont from February 28. Daposits held under Series 5 11% per cent. Deposits withdrawn for cash 7% per cent.

#### NEW YORK

#### (4 pm)

6-4-018 6(2-6-78 438-418 1034-1114 1678-1618

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nominal. Short-tarm vater

#### Treasury Bills & Bonds

will provide the key. Ministers from the Organisation of Petro-leum Exporting Countries are expected to meet in Geneva on the weekend of March 15 and 16. The UK Budget follows on Tuesday March 18, but whether oil prices and by implication Dno month 7.16 7.25 Three mo 7.42 One year Two 7.71 Three year lower base rates around that time appeared increasingly doubtful on Friday. Four year ...... Five year ... 7.91 5.00 Seven year e.14 10 vest 8.28

BANK OF ENGLAND TREASURY BILL TENDER Feb. 28 | Feb. 23 Feb. 02 ; Feb. 01 Billa on offer. Total of application Total allocate Minimum £100m Top Accepted £100m Average rate of discount. 11, Board, rate of discount 11, 8481% 11,8525% 12.0650% 662.22m £100m £480m £190m 12,03902 accepted bid..... Notment at minimum level.. £97.046 29%

£96,99	at next tender_ £100m	£100m Sa
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RBAN	K FIXING	spec
);  am	Six months US dollar	ing hug

Feb. 22	Over night	7 deys notice	Month	Three Months	ebx Months	One Year
terbank	18 <sup>1</sup> 2-12 <sup>18</sup> 10-15 <sup>1</sup> 2 10 <sup>1</sup> 2-10 <sup>7</sup> 8	1012-1058 1054-1212 1214-1278	131g 124g	1219-1244 1234 121 1214 1214 1214 1214 1214 1	11;;-11;; 11;; 183; 	
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hat more perfect way to stake your claim than by purchasing five glorious acres in the Colorado Rockies for yourself and those you love. At Sangre de Cristo Ranches you can still own a sizable piece of America at a very modest cost and on easy credit terms. This is scenic land in one of the fastest-growing states in the USA, a piece of the unspoiled, romantic old Southwest.

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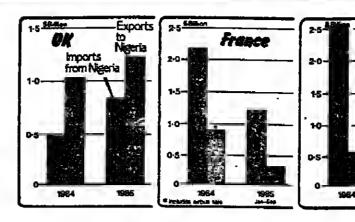
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# **SECTION III** FINANCIAL TIMES SURVEY





With import licences now frozen and old trade debts of at least \$5bn still unsettled, Nigeria's suppliers and importers face a tough year in a once-lucrative market. The next 12 months will be critical.

# Falling oil prices cause trade cutbacks

WITHIN WEEKS of a budget that sought to cut imports to a barely tolerable level, the Nigerian military government has been forced to freeze the import licences on which domestic industry git needs, the squeeze on depends.

under severe pressure.

Financial Times Monday March 3 1986

"I have written this year off," says one businessman. "I will just close my eyes and keep on going."

For any manufacturer in Nigeria today, the immediata prospect is grim indeed. By common consent, only the big-gest can survive the economic. shock which is still to come. Others will be forced into bankruptcy - a few long-established

the his assets Cit Collectors dependence on one commodity --oil-for the wherewithal to IT - Diving Colds III (01 144, once Diving the officience

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It is further evidence of the squeeze that the recent slump in oil prices is putting on an economy already

By Christian Tyler Trade Editor In the excitement of the oil discoveries, agriculture was allowed to become mori-bund. For example, Nigeria used to be among the world's

biggest exporters of ground nut oil. Today it has to import groundnuts expatriate concerns may pull out forever. The fast-falling oil price has made nonsense of a budget that had been awarded high is of course Nigeria's fearful marks for effort by many econo-

mic commentators. President Babangida, leader of the mili-to press.

squeeze out almost every other industry was operating at an Secondly, the licence applica-export industry. Last year, it average capacity of only 20 per tions will be vetted by state rency on the black market, accounted for more than 97 per cent. At this year's intended governments as well as at the One thing is clear, however, cent of foreign, exchange rate, even if the policy of giving centre, in an effort to check that. The promised reform of the

they go to bona fide business-men. This could mean that wholly national companies will win preference over those still counted as foreign, and could add to the already complex to achieva the debt reschedul-ing it needs, the squeeze on imports will become a veritable bureaucracy.

Businessmen say that attempts to stamp out the illegal trade in import licences The budget made some attempt to stimulate exports without recourse to the politichave not succeeded, even though things have been made more difficult for the middlemen: an ally-impossible naira devalua-tion. An import duty surcharge of 30 per cent bas been imposed import can now only be paid from the start of this year: most of the revenue is ear-marked for a package of export incentives still to be implefor through the bank-account of the named bolder of the licence, for example.

Import licences continue to be required for all types of goods, of foreign exchange, in the bope and getting hold of import of conserving the hard currency licences has become a national it so badly needs if it is the fort tori obsession: it is the first topic Its debts. Around N2bn worth of conversation at any expat-riate social gathering. The 1985 licences were extended to the end of April this year, and the 1986 licences were due to be of these licences are thought to have been issued, but few think they will be greatly used. Com-panies abroad will be unwilling to pay for shipments to Nigeria unless perhaps it is for parts oceded to keep a subsidiary's plant running. issued at tha time of going A number of changes have

been made to a cumbersome and largely corrupt procedure. The new licences will have to be used in quarterly instalments not the priority goods for which they were intended. The supposo that the central bank of Nigeria can keep a closer watch on the release of hard currency, sition is that the importers have found ways of changing their naira profits back into hard cur-

24 WAFF RD, P.M.B. 2190 KADUNA NIGERIA

licensing procedure will have to materialise if companies are to Continue running the manufacturing and agricultural enterprises that the Government has urged them to take up in the national interest.

Incentives

On the export side, the promised package of incentives would complete the other half of Nigeria's covert devaluation. Among its main elements are the right to keep a quarter of foreign exchange earned, exemption from the new 30 per cent import levy, and priority for import licences.

Licences are still required for exports, too, a stipulation that industry bopes will soon be dropped. To get an export licence, the company bas to show a letter of credit issued in his favour by his overseas customer. The snag is that the huyer may not be prepared to open such a letter unless he knows the seller has an export licence. Furthermore,

businessmen dent Babangida has said he will correct

Non-oil exports accounted for only 2.7 per cent of all exports last year. Of that fraction, twothirds was cocoa. With the

CONTINUED ON PAGE 2

Brazil

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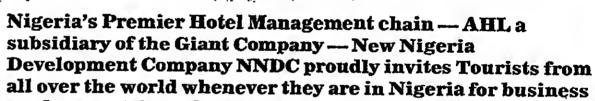


OIL accounts for more than 97 per cent of Nigeria's foreign exchange earnings. The Government is offering incentives to foreign joint venture partners to step np oil exploration. Above: The Shell Belle Isle Rig in the Binwei Field of Bendel State.

#### IN THIS SURVEY TRADE SECTION suppliers' claims reach \$10bn; counter-trade problems; port security; imports inspection; the JMB affair; company profiles Pages 3-5

• PART ONE of this survey, which appeared on February 24, contained major articles on the politi-cal scene, the economy and industry. Copies are available from the FT's Back Copies Dept. io London, Tel, 01 623 1211.

PHOTOGRAPHS in this survey are by Ashle



THE OIL INDUSTRY marketing policy; explora-tion and investment; new refinery plans; ministerial interview; liquefied natural gas project; the new

 AGRICULTURE SECTION: a reluctant Green Revolution; the new budget measures; development projects; the cocce sector; developments in northern

oil agreements pages 6 and 7.

Nigeria pages 7-11

THE LEADING TRADING PARTNERS OF NIGERIA

BUSINESS GUIDE: advice for overseas visitors to Lagos, the commercial capital of Nigeria page 12

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Japan

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#### **IN LAGOS**



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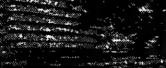
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- Superb haute cuisine Gourmet restaurant
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- Main restaurant
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- \* Restaurants
- Coffee shop
- Snacks bar
- Dispense bar
- Spacious garden bar with beautiful trees
- and shade
- Olympic size swimming pool Banqueting facilities of 50-500
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### **NIGERIA 2**

Just how much is owed to overseas suppliers is hard to assess. Sorting out the trade debts is still continuing after two years.

# **Foreign suppliers'** claims reach \$10bn

#### Trade arrears

CHRISTIAN TYLER

IT LOOKS certain that, what-ever else happens to Nigeria's debt this year, a lot of over-seas suppliers will end up owed a lot of money that will never

Reliable figures for the scale Reliable figures for the scale of the trade arrears are impos-sible to come hy, but the best estimates are that at least \$6bn to \$7bn of unpaid trade bills had accumulated up to the end of 1983. Sorting out those debts is still going on after more than two years and will not be com-pleted for soveral months yet. pleted for several months yet. The Nigerian Government and

its edvisers believe the short-term arrears are about \$5.3bn of which some \$4bn is owed to exporters who did not take out insurance. But when the process of reconciling exporters' claims with the importers' paperwork began, claims totalling some 10bn were submitted.

Allowing for discrepancies and the over-enthusiasm of some claimants, that still leaves a wide gap between the two sides' figures

The former finance minister in his Budget statement this year said the Nigerian Central Bank's liability for settling trade arrears was estimated at just over \$3bn. The reconclision exercise being conducted by Chase Manhattan Bank had hy the middle of January matched up \$1.75bn worth of claims, with another \$1bb worth about to be recognised.

Reconciliation has been slow mainly because the method chosen has involved tracing documentation on both sides of each transaction. The quicker method, of checking documents held by the banks, could not be used because of the chaotic state of the Nigerian central

state of the rigerian central bank's records. It may become slower still as the more difficult cases are reached. Some creditors fear that the scandal surrounding the collapse of the Johnson Matthey Bank will make the Nigerians doubly relactant to honour some trade debts. Some grounds for that fear can be found in President Babangida's budget

speech, when he referred to the Britain's Export Credits Guaranservicing.

estimate considering the recent revelations in the JMB affair and other foreign exchange scandals, with the clear implication that not all purported external debts would eventually be certified," he said.

translates into just under N3bn, based on projected foreign exchange earnings of N9.6bn before the price of oil, Nigeria's principal foreign exchange earner, began to slide. If the Government were to start servicing all the trade debt this year that would cost it N1bn alone, according to one banker. Nigeria is actually due to pay more than N4bn to service its total external debt this year but hopes to get through by rescheduling.

Payments

The country has kept up with its medium- and long-term debt repayments but et the expense of short-term commitments, bankers say. Trade payments were running 120 days late on average at the beginning of the year, with 180 days in later months. It is about 90 days now. One consequence is that importers are finding its increasingly difficult to get banks to extend credit, even if import licences are available from the Nigerian Government. Another consequence is that export credit insurance is still restricted and expensive.

This allocation of 30 per cent

30 per cent of foreign exchange tee Department, for instance, that would be allocated for debt will insure Nigerian trade only on a letter of credit basis and has imposed a premium sur-charge, reportedly of £1.24 per "We believe this is a realistic £100. Exporters can normally make a claim on the ECGD for reimbursement for transfer delay after four months. In the case of Nigeria they cannot claim until after 12 months.

Creditors insured with one of the national export insurance agencies are being paid only interest on their long-overdue payments until Nigeria can persusde the agencies and banks to reschedule formally. Less than a third of the estimated \$1.3bn of insured debt has been admitted.

creditors - repre Insured sented in the so-called "Paris Club"—are being treated as if formal rescheduling had taken place under an unusual arrange-ment reached last autumn. The Paris Cinb will not accept new paper until formal rescheduling.

Meanwhile the uninsured, owed collectively at least \$4bn owed collectively at least \$4bn but probably more, are being issued with promissory notes, valid for six years and paying interest of 1 per cent over the London Interbank Offer Rate (Libor). By the end of last year only \$1.8bn worth of promissory notes had been issued but another \$1bn was in the pipeline. The first repay-ment of principal is due in October this year. October this year. The promissory notes can be

sold to banks with the permis-sion of the central bank of Nigeria, but will not be market. The 160 bank staff deployed able until (and if) there is e by Chase Manhattan to sort out

Nigeria's external trade by commodity Values in Nm

	1	981		
	Imports	Exports	Imports	Exports
	(cif)		(cif)	
Food and live animals	1,820.2	214.8	999.7	232.6
Beverage and tebacco	16.5	2.6	13.1	
Crude materials except fuels	218.9	35.4	387.1	2.4
Minerals, Inel, etc		10,687.8		10,449.6
Animal & vegetable eil, fats	128.7	6.6	76.6	4.7
Chemicals	1.220.4	2.8	2.119.4	
Manufactured goods	2.540.7	23.6	1,258.5	16.9
Machinery and transport	5.548.1		2.640.0	1.1
Mise, manufactured articles	947.7	0.3	283.3	
Commods. and transactions	10.2	39.6	7.6	48.6
	12.602.5	11,013.5	7,852.8	10,749.6
	Sour	ca: Federal	Office of St	tistica.

#### Imports by end-use

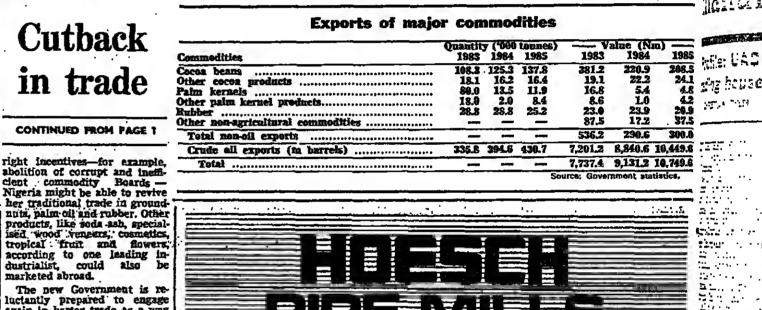
#### Values at current prices in Nm 1981 Nm % Nm nsumer goods: Non-durable consumer goods 1.976.3 15.80 13.71 Food ..... 1.991.2 79.1 237.6 1.60 1.00 Textiles ..... 201.6 896.6 Others

rescheduling of the

In May. The initial failure rate igerian debt. For the moment, creditors of claims was 83 per cent. and the deadline for resubmitting appear stuck with the paper: the inferest rate is too low and the volume too unpredict-oble, they say. Only when Nigeria has committed itself to e rescheduling package, and the trade debts bave the same evidence was extended twice after creditors complained their claims were being rejected for trivial reasons — for example because one form gave the com-pany's name with e " plc " after it while another had the older "I'd " trade debts bave the same status as the medium-term loans will the promissory notes come into their own. Ltd. "At the end of the day, there will be some bad debts and a There is a further complica-

lot of disappointed people, one British official said. tion. The trede creditors may refuse to permit any rearrange-ment of Nigerian debt until A hanker observed: "A lot of companies have lost a lot of money. The corollary is that the they are satisfied with the reconciliation of the short-term claims.

Nigerians will pay for it in higher import prices in the The 160 bank staff deployed future



#### Financial Times Monday March 3 1986 Trade

the mess are due to finish work

105

		Source: Gov	ernment stat	STICS.
Grand total	12,602.5	180.00	7,852.8	100.00
ssenger cars	1,310.9	10.40	68.1	0.87
Sub-total	7,636.9	60.60	5,833.6	74.28
Fuels	151.1	1.20	74.6	0.95
Raw materials	2,961.6	23,50	1,516.4	19.31
Transport equipment	1,928.1	15.30	1,988.8	25.32
pital equipment	2,596.1	20,60	2,253.8	28,70
tal goods:		And a late		
Sub-total	3,654.7	29.00	1,951.1	24.85
trable consumer goods	655.3	5.20	558.1	7.11
	000.0			



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Kaduna Representative Office 4 Ahmadu Bello Way 15C Murtala Muhammed Way Gidan Dan Baskore Kaduna

again in barter trade as a way of overcoming its crippling lack of foreign exchange for im-ports. A committee-of whose members only one can be said to have any relevant experience has been set up to make sure that future counter-trade Nigerle paying over the odds for the goods she exchanges for oiL

marketed abroad.

The committee is supposed to The committee is supposed to renegotiate existing barter arrangements and sanction new ones. The parties most interested in this review are those companies involved in the vehicle-building husiness. Pre-vious barter deals mainly in-volved the importation of assembly kits for Nigerian motor plants. motor plants.

Already, the biggest com-pany in Nigeria, the trading house UAC, has approached the committee in the hope of getting a countertrade arrange-ment going for its assembly plant of General Motors com-mercial vehicles at Apepa, near Agos.

A number of London banks have been nosing round in the hope of putting together new barter deals around the priority project areas that the Babandia government identified in the budget. The British, in particular, are anxious to see deal reached between th deal reached between the Nigerian government and UK companies—both to secure Bri-tain's claim to be Nigeria'a lead-ing supplier, and as a sign of political goodwill following the recent souring of relations. For conventional trade, bank

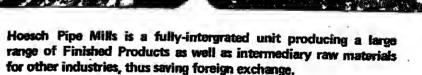
redit is becoming increasingly Aref to secure. French and American banks are becoming particularly reluctant to con-firm letters of credit, according to businessmen in Lagos

According to the terms of a 1983 refinancing, the banks are supposed to be maintaining the volume of their credit to Nigeria, but the credit lines are being revolved ever more slowly. Trade payments are de-layed about 90 days at present, importers say. That compares with delays of pp to six months last year.

Nigeria does not present an encouraging picture for any trader et present. Yet for those with the strength and persisteoce to whether the econo-mic crisis, it must remain one of the most important markets in Africa.

A certain wry optimism is still to be found among the gioomy faces. As one longestablished industrialist said of the Government: "They must pull through. After all, they've pretty well run out of solutions."





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Financial Times-Monday March 3 1986

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#### The face of big business: Chief Ernest Shonekan, who heads the nation's largest industrial conglomerate

# Stronger moves towards manufacturing

**Profile: UAC** trading house CHRISTIAN TYLER

class background. He studied law at London University and the Middle Temple, was called to the bar, CHIEF ERNEST SHONEKAN. not yet 50 years old, represents the Nigerian face of big busi-ness. He is both chairman and managing director of the but continued his studies in Nigeria and joinad UAC, who

sent him to the Harvard Busimanaging director of the ness School. country's biggest industrial con-glomerate the trading house "I learned quite a lot from UAC of Nigeria, an associate of my peers at Harvard," he says. the Anglo Dutch Unilever. \_\_\_\_\_ "And with the improvement in world communications, we com-The Anglo-Dutch Unilever. And with the improvement in Chief Shonekan (the title a world communications we con-an honour conterred by para-mount chiefs) knows personally most of the people who matter in Nigeria, including President Shonekan was sont out into

in Nigeria, including President the field hat continued to see the law as his true metier. He Babangida. In one man, therefore, UAC has both a business asset and the protectiva coat- was promoted to assistant legal ing that companies of foreign edular in 1967, three years

# An amber light for resumption

**Counter-trade** 

deals PATTI WALDMEIR

NIGERIA HAS burned its

fingers on counter-trade. The plan, conceived as a method of tiding the country over a period of severe foreign exchange shortage and limited overseas credit and seized on by foreign companies and governments as a rare opportunity to get a foothold in hlack Africa's argest market counter-trade

has proved a disappointmant. But nearly six months after the military coup which brought Maj-Gen Ibrahim Babangida to power on a platform which included opposition to oil-swap deals, the government appears to have given the yellow light to a cautious resumption of the countar-trade negotiations which pre-occupied business-men and foreign commercial straches throughout the first attachas throughout tha first half of 1985.

The caution will not be mis-placed. Between September 1984 and August last year, Nigerla's eager negotiators (some of whom have since been

Eveo before President Bahangida announced the auspension

of all such deals following tha August 27 coup, tha strategy was in trouble. A 57-0m counter-trade daal with the Paris-based trading house SCOA had collapsed in July and a naarly-completa \$400m agree-ment with Fiat and ENI of Italy was put on ice as last summer's oil market slump made tha rigid price provisions

**Review** ordered

of these agreements unwork-able.

Soon after taking power. Presideot Babangida launchad a comprehensive review of the stratagy, appointing a com-mittee of leading businessmao and academics to assess the terms of agreements involving Brazil. France, Austria and Italy (negotiated under the former military government of Maj-Gen Muhammadu Buhari). and to recommand what rola counter-trada should play in

future. The committee, whosa report was mainly kept secret, is understood to have sharply criticised the fact that deals accused of gross corruption) were negotiated for the most concluded or agreed in principla part outsida astablished gov-some \$1.6bn in swap deals arnment channels, and that which, according to an invasti- some goods imported under the

gating committee appointed by agreements were over-priced. government, proved costly and A Government statement on in some cases impossible to the report speaks of "serious procedural irregularities," and notes "the agreements entered into lacked an appropriate

framework and adequate institutional arrangements . . . for price surveillance, quality inspection, strict monitoring of shipments of both imports and oil exports, and management of escrow accounts But the report's final conclu-

sion was a somewhat reluctant andorsement of the strategy, Given the severity of the economic crisis, the Govern-ment summed up as follows: "it would he difficult to fault the use of counter-trade as a

short-tarm measure for national economic revival and sustained devalopmeot." Countar-trade would cootinue, albeit on a "selectiva basis." Such deals would henceforth

be aought to finance tha comple-tion of priority projects such as the \$2-Sbn second phase of Nigeria's ambitious petrochemi-cals manufacturing programme, a \$5-6bn liquafield natural gas scheme, and tha controversial \$5bn Ajaokuta steel project, the old deals. largest in black Africa. Tha co Imports of essential raw chaired by

materials, machinery and agricultural equipment would ba given priority over food and consumar goods; CKD (com-pletaly knockad down) vehicle assembly kits would continue to be imported where their price trada negotiations.

could be verified as competitive; and attempts would be made to use crude to service some debts. (There appears to have been little success sof ar on this last

objective), As far as possible, agreements would be on a government-to-government basis which would cut out the trading company middlemen blamed by the committee for charging excessive margins; and swaps between Nigarian associate companies an dtheir foreign partners would be encouraged.

Four months after the committee presented its report, Nigeria's counter-trade strategy remains in limbo, and escrow accounts set up under the Austrian and Brazilian deals are understood to be swollen with several hundred million dollars in funds which cannot be spent until government anthorises goods to be imported. Nonetheless, trade officials at several Western embassies in the capital are gearing up for a new negotiating season following the appointment in January of a second review committee

charged with renegotiating the The committee, which is chaired by a prominent Lagos accountant and inclodes a journalist and a police com-missioner, has been criticised for lacking members with oil market expertise, or experience of the complexities of counter-

The agreement which is most for many years. likely to survive the committee's There will be no shortage of counter-trade proposals to choose from (over 40 separate offers had been tabled in 1985). scrutiny (perhaps in renegotiated form) seems to be the following:

• A \$500m agreement with Cotia of Brazil, the country's including ceveral from Britain, which has recently reversed its policy of opposing counter-trade and is understood to be willing largest private trading house. Oil liftings under the deal have continued despite the withto support hids by UK com-

drawal of import licences issued panies. However, conditions in the world's crude oil markets have for goods to be supplied under the deal. It is understood that the counter-trade review comchanged very substantially since mittee found evidenca of over-pricing of goods brought in under this agreement in 1985, these offers were made, as bas Nigeria's oil marketing approach and serious doubts especially for items such as must now arise over the wisdom of the counter-trade strategy. sugar and chemicals. Cotia denies this.

Industry experts say that its The fate of a \$200m swap with Austria'a Voest Alpine Intertrading and another unnamed Austrian firm, and the \$400m Italian counter-trade deal main original intention - to enabla Nigeria to sell more oil by offering disguised price dis-counts under the deals --- was never achieved as most of the never achieved as most of the deals merely replaced existing long-term contracts (many of which would have been at the higher, official cruda price). They argue that Nigeria no longer naeds to disguise such discounts: it is now openly which was near conclusion just prior to the coup, remains uncertain. Tha \$500m SCOA agreement, suspended in July after only about a third of the oil had been lifted, seems unlikely to be reactivated.

offering oil at markat-linked prices, and the system of inviolabla official prices fostered More pressure

The pressure to reviva counter-trade can only increase hy Opec has all but collapsed. Given these changes, It counter-trade can only increase hy Opec has all but collapsed. In tha next few months as Nigeria enters the worst difficult to see what, apart from economic crisis of its post-independence bistory, facing the prospect of default on its past year, had a serious impact medium and long-term debt on Nigeria's relations with servicing commitments and tha some of its traditional trading lowest level of overseas credit pariners.

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origin need today. more than

Let the DOSS of UAC is no the overu in 1976 and was knee-jerk nationalist. He is appointed chairman in 1980. unafraid to spell out what ha "In the later years I felt I sees as the gravest weaknesses, was being called upon, not to of government policy and giva legal advice, but to maka administration. He bas called commercial decisions," he reflects Yet the boss of UAC is no

administration. He bas called plainly for a proper devalua-tion of the naira at a tima when that issue has become the acid test of the true Nigerian. He has identified bureaucratic hungling and policy disincen-tives to business. His support for the process known as "Nigerianisation" (the promo-tion of mationals to take over.

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shonekin has a british deputy, Hamish Mathers, and four of the other 12 directors are also British. They run a concern whose interests range from timber, packaging, food on; Runs and confectionery through to commercial vehicia building (for General Motors), electrical

world."

goods, textiles, wholesaling and retailing, pharmaceuticals and farm machinery.

N30m to N38.6m. Turnover fell from N596m to N564m.

UAC's core businesses are motors, forestry, packaging and cosmetics, Shonekan says he describes tha company as cosmetics, Shokekan says he after and public we was able to do describes tha company as to him. How he was able to do "going through a kind of meta-it, especially in this part of the morphosis" as it continues to world move away from trading and "One of the problems you move away from trading and

attitude of people is changing when the average man would fast. That's why I think the probably have given up." situation we find ourselves in is And the precent government situation we find ourselves in is blessing in disguise.

We are thinking in terms of what we can no for our- I've known Babangida for some selves -- the things we can pro- time-our chemistry tallies. He duce rather than import. Once wants to get everyone involved

and brought up in Lagos, al- up his mind."

after joining the company, and to deputy in 1974. He joined the board in 1976 and was

though his family comes from the city of Abeokuta some 40 miles out. He was born into a family of six children; his

father was a civil servant in the postal authority and his mother too was from a middle-

Negotiations

These daya Shonekan spends a good daal of time negotiating with Covernment ministries—to obtain import Mcences, for example, or for approval for a counter-trada deal to keep the

"Nigerianisation" (the promo-tion of nationals to take over tha running of companies and "I'm trying to tell the Gov-"I'm trying to tell the Gov-"I'm trying to tell the Gov-ernment that they do require some expatriates," he says: "The cultural cross-associations mat-ter. At the moment I have Nigerians working in London, and one in Kenya. Besides, I am sure that coming to work in a difficult place like this in a difficult place like this makes a young manager into a man. At least 10 per cent of senior manacgment must be world."

capital structure. Things are pretty dodgy for them," he Shonekan has a British

UAC will, in any case, spend around N35m over the next yaar in agriculture returning, in fact, to a business lt was "Wa have to move with the times; we shall have to produce most of our raw materials for ourselves," he adds.

When ba is not working, Chief Shonekan undertakes e number of other business and charitable

In its latest full financial swims for exercise. He also year to last September 30, the reads antoblographies. The man group saw its pre-tax profits he most admires in history, ba rise from N65.9m to N69m, says, is Charles de Gaulle. "He says, is Charles de Gaulle. "He was a very stubborn man, who worked relentlessy for his country despite all the odds. When it

appeared that all had been lost, he became the centre of resistance and peopla really railied

into manufacturing and process-ing. everyone to rally round a Of trading he says: "I think leadar. I am Impressed by the it's gone, and gone forever. Tha way Charles de Gaulle did it,

> of Nigeria? "I know the government well.

we can get through this period, so that at the and of the day the attitude of people will have changed completely." Ernest Shonekan was born ably also knows how to make

all states of the Federation.

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Trade

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# NIGERIA 4



Cargo is unloaded at the third wharf extension at Apapa Keys, Lagos. Corruption in the ports has been greatly reduced but there is still a lot of pilferage and bureaucracy remains a big headache, claim port-users.

# Security tightened up

# Problems in the

PETER BLACKBURN

no problem. Although AMID THE perpetual bustle and confusion outside the entrance to Lagos Port Apapa Quays a throng of men and women cluster on a low wall clutching black plastic bags. The men are intermediaries selling the market manunics rice, sugar, salt and other com-modities pilfered from the docios.

"What happens is that a fork lift truck driver sceidentally-drops a pallet and there is always someone around to pick up the spilled contents," a port operator explains. In the old boom days pirates used to board ships anchored in

23

port. Now there are fewer pay the levy. There was also vessels and more patrol boats confusion as to which goods so the pirates have changed are exempt.

The military have consider-ably tightened security and piracy has been mainly reduced to petty pilfering from land based operations. Plenty of problems remain, however. "The military imposed extra layers of control making it even longer and more costly

to clear goods out of the port," complains one clearing agent. Imported goods are now

of pilferage, including some by uniformed men." He adds: "Corruption has been greatly reduced. If goods are imported, cleared and paid for correctly there is usually ing to unload is now a faded memory. Instead, the sharp drop in imports since 1982 has hit shippers and forced them to scale large rationalise services.

smuggling has decreased, dis-putes over tariff classification still leave much room for financial compromise. Bureaucracy remains a major headache, with the paperwork further complicated by the new 30 per cent import levy, accord "It can take two weeks to complete all the paperwork and the NPA many months to issue

the final hill," comments a clearing agent. The import levy has resulted

in containers and goods piling up on the quays of Apapa and Tin Can Island. Many impor-ters, especially the smaller ones, have neither the funds VEAL.

#### **Backlog eases**

The pileup in shipments coincided with a surge in imports due to an extension of an estimated 5,500 bills of entry awaiting processing in the long-room at Apapa port and 4,500 containers stacked on the quays, according to shippers.

proved but there is still a lot discharging on to the congested has been unable to purchase quays," comments one shipper. new plant and equipment or The mid-1970s spectacle of even the spare tyres and fan dozens of cement ships anchored beits needed for maintenance. months outside Lagos port wait-"It survives on a hand-to-"It survives on a hand-to-mouth basis with barely enough cash to pay the salaries," says one port observer. The situation could improv

bowever, as the result of a recent decision to make most

For instance, Ocean Transrecent decision to make most of the port charges payable in foreign exchange instead of naira. The charges cover barbour dues, towage, berthing, stevedoring and 10 other items. The NPA cited "stark economic realities" and the fact port and Trading recently acquired Palm Line from Unilever. The purchase did oot include Palm Line vessels which have been withdrawn from the UK/West Africa Lines' (UKWAL) to the region. that 70 per cent of its infras-tructure has been financed off-shore in explaining the decision. It pointed out that other West African ports in Ghana and Sierra Leone do like-Ocean, which owns Elder Dempster and Guinea Gulf Line, becomes the sole British mem-ber of UKWAL, the most important shipping conference wise and that shipping freight is paid in hard currency.

serving the region. The "peaks and troughs" of The peaks and tronghs or imports are a major problem for the NPA, shippers and clearing agents alike and to try to ease the problem the Government will issue import Meenses in three batches this NPA "bundreds of millions of dollars annually," according to

Mr Usifon who is also chairman of the Shipping Trade Group "We agree in principle though there is a battle on implementation," he adds, year. The peaks place a great strain on the NPA which since early 1984 has been responsible for all container handling opera-tions. Fortunately, for much of the time, there has only been a trickle of imports but the The shippers are concerned periodic surges' have caused

that the short notice given hy the NPA could create a "chaotic situation" with ships building up in the roadsteads Apart from a management awaiting to find the total steads problem, an acute shortage of ment and incurring deminitrage handling equipment in working and other charges. Order has added to the conges. More "delays and confusion"

Outcome

The decision should yield the

More "delays and confusion" could result from the new pay-ments procedures. Shippers pay the NPA TOT which st clariti

out" shipments by which importers pay lower freight on

and warn the

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National Security Organisation in addition to the customs, police and the Nigerian Ports Authority (NPA). With little or no co-ordination

between the numerous security agents the net result in terms of "delays and dash" is prob-ably negative, according to port-users. The NPA management was not available for interview. However the chairman of the Nigerian Ports Consultative Council, Mr Val Usifoh, says that "port security has im-

# System cuts down on costly delays

**Profile: Inland** Containers PETER BLACKBURN

BASED

MPORTERS

Imports during the past three years have averaged about half the 1980-82 level. But despite the sharp downturn IC(N)L has maintained the same volume of business since it started operating in 1982. It estimates that it oow carries aboot 70 per cent of the container traffic for Kaduna and 80 per cent for

northern Nigerie have for the past four years been able to avoid the frustration and costly Kano. Some 3,200 boxes were carried in 1982 but traffic slumped to 2,000 in 1984 mainly due to the military coup and delays at Lagos port by using the services offered by Inland Containers Nigeria Limited IC(N)L. Containers are cleared by customs and shipping formali-ties dealt with at the company's the embargo on imports during the first quarter of that year. Business recovered to 3,000 boxes last year partly due to the carryover of unused 1984 import licenses. It will probably fall again in 1986 due to an overall

fn

inland depots in Kaduna and Kano thus making an agent in Lagos or a 1000 km trip down to the coast unnecessary. All major shipping lines sup-port the IC(N)L service and drop in imports. Containers now carry mainly industrial raw materials and agricultural equipment and machinery for the River Basio Development Authorities and will issue a combined bill of lading. IC(N)L arranges transfer of containers under customs the agricultural development bond immediately they are offprogrammes. Four years ago there was a much higher proloaded from the vessels at Lagos. IC(N)L then sends the portion of consumer and comcontainers direct by special block trains to its Kaduna and

mercial items carried. The containers return to Kano depots. Lagos empty for the most part. We are trying hard to Each depot can store over 1,000 containers and is equipped with machinery to handle units geoerate export cargoes from the north and bope that the up to 40 feet in length and 31 export incentives provided in the budget will act as a stimutonnes gross weight. IC(N)L, 60 per cent owned by

the budget will act as solution ins," says IC(N)L, general manager, Mr Simon Millington. The best export prospects are seen to be agricultural products the National Insurance Corporation of Nigeria (Nicon) and 40 per cent by Ocean Transport and Trading, says it can clear and rail containers from Lagos such as ginger, hides and skins and gum arable. IC(N)L is port within four days whereas it takes up to 14 days normally. and guin alastic approval to issue bills of lading for export cargoes at Kano and Kaduna Speed of service depends partly on the efficiency of the with inspection at Lagos. Nigerian Railways Corporation Export traffic would greatly improve IC(N)L's profitability which has been affected by lack of funds for locomotives, rolling bot its development on any significant scale is not seen as stock and track maintenance. Road hauliers have also had a short term prospect. problems obtaining spare parts.

The backlog should be cleared by the end of February after are unable to provide and then which a lull is expected until we have to hire outside con-May or June when another surge of imports is forecast With little or no co-ordination after the issue of the first hetch between the numerous security of 1986 import licences.

We

insult to injury," comments the user.

wheat, salt, sugar and other hulk commodity cargoes as well tractors to do the job," complains one port-user. The shortage of handling as port charges in maira. If equipment results in containers this is changed it could lead to being hlockstaged on the quays an "acute shortage of badly instead of being taken to the needed raw materials container terminal. It can take essential goods," warn

Services

weeks to clear the stacks but shippers. the NPA starts charging rent Port-users also hope that the after six weeks —"It's adding NPA will also use some of its new found foreign exchange improve port and handling f and

user. NPA's dire shortage of management foreign exchange means that it facilities.

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NIGERIA 5

# **Finer mesh filters fraud**

Europe.

TO SIFT through \$7bn worth of a country's imports requires a big net and a fine mesh.

By all accounts, however, the three inspection agencies appointed by the Nigerian Government, one and a half years ago, have succeeded in plugging the worst holes and dammed the flood of fraudulent trade.

The mesh has been drawn ignors still by the new Mil-tary Grysnment -- virtually all imports are subject to licence now, and some ltems are banned altogether. There are still loopholes, of course: the greater tha regulation, the greater the ingenuity of those trying to best the system.

well over 5 per cent of the total value of imported merchandise at a cost of well under 1 per

In the case of one agency, some 25,000 transactions worth about \$3hn have been handled so far: At the start the agencies were delaged with work fol-lowing the sudden cancellation of the SGS contract. Today, the pace is more leisurely, not least because import licences for

three broad geographical areas. Exports from Britain, Ireland, the Middle East and Asia are monitored by Cotecna International, a Jersey-registered com-pany whose majority owner is Cotecna Inspection S.A. of Geneva, with Daniel C. Griffith of the UK and Overseas Mer-

chandise Inspon-based in Tokyo. ... and Europe and by the

The JMB

Imports inspection CHIRISTIAN TYLER

The work of the inspection sible for checking goods both agencies is mrapped in secrecy, for quality and price; officers but the best estimate is that in Lagos cross-check the piles since taking over from the of forms necessary for each ship Swiss-based Societe Generale de ment, ensure that the goods are "Surveillance they have saved what the import licence says they are, and see that the value of foreign exchange to be re-leased is not exceeded. The last job will be complicated in future by tha

Government's decision that foreign exchange can only be released in quarterly instal-ments-a device designed to secure better control over the outflow.

Every quarter the agencies make confidential reports to the Ministry of Finance-reports that would make julcy reading since they describe tha evasions and probably name the guilty traders. The Government runs a blacklist, but the penalties could be even greater. Snippets from these reports ap-pear to be judicionally leaked to the Nigerian press from time to

time. If there is one obvious weakness in the screening system, it is that the import licences are based in Tokyo. Continental Europe and still vaguely worded. To take a Africa are handled by the hypothetical example—could a French company Bureau cootalner load of bicycles osten-Veritas, and the Americas by Swede Control/Intertek. Swede Control/Intertek. Outside Nigeria, these com-panies' inspectors are respon-plant and equipment "?

Another, less obvious, weakextracting foreign ness is that the Inspection agencles are concerned only exchange remittances from Nigeria—still contioues, especifrom ally among smaller traders. But with visible trade-covered by the foreign exchange release form "M"-not with invisibles the scope for cheating appears to be narrowing all the time. -covered by a form "A". But in many contracts there is a large service, or consultancy There are other, less frauduleot dodges. For example, some importers try to beat the system element. Officials auspect that by submitting their documentation in batches: paperwork for one set of parts is submitted one month, and for another set there is some over-charging in this area by foreign suppliers. One of the main problem areas is pharmaceuticals, as in of parts the next.

so many developing countries. The two sets of parts are Some unscrupulous suppliers will, for example, buy drugs cheaply in Eastern Europe, re-label them with well-known instantly assembled on arrival to produce a finished consumer product for which an import licence would never have been and names and sell them at available. When the retail mar-(or well above) the full brand price. Mucb of the re-labelling gin is 500 per cent or more, as It is in Nigeria, the temptations are obvious, eveo if it takes time sald to be going on io for the supplier to get bis share of the profit out of the country.

Smuggling

If beating the import licensing system is getting barder, so too is old-fashloned smuggling. Yet despite the closure of Nigeria's borders, the markets are awash with supposedly banned imports like Americao cigarettes and cigars. The smuggling goes on in both directions: goods in short supply because of import controls fetch enormous prices, while goods smuggled out can be sold for

It was reported last yeer, for example, that several thousand Peugeot cars, assembled in Nigerie and destined for the Nigerian market, found their way across the border. So, too. did a 48-ton bulldozer.

The record of the new import inspectors is probably already being scrutinised by the Governthe country of manufacture, ment. Their contracts are up not the price charged after the product has been shipped round the world to various middle-are fulfilling their own contractual commitment to "NigerianiBANKING AND FINANCIAL SERVICES

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affair TERRY POVEY WHEN IS a frand not a frand? the time of the rescue, some When, as members of the City fl20m concerned trade finance of London Police Fraud Squad for Nigeris. Most of these debts point out, the acts complained were owed by small, poorly of are against the laws of a capitalised confirming houses-foreign government but are not against UK laws. The rest of the rescue, some Thus, evading 'Nigeria's and UK suppliers who had foreign exchange controls is not been allowed to poll over interest an offence in the UK - although 'payments' under the bank's

an offence in the UK-although any forging of documents or borrowings undertaken in connection with such transactions

Other cases involving JMB Nigerian counterparts debtors and exchange control ved in the great reconcilia- busting in Nigeria have also com partially to light.

The ECGD is also interested in the outcome of several of these investigations, as some of the exports were insured with "Failure to declare a them. financial interest in the importing company could invalidate a claim," said an official. For while the ECGD will insure such cases it will not cover the importers refusal or its ability to bay.

to pay: Since the coming to power of Major-General Ibrahim Babanglda's regime in August 1985, the NSO anti-corruption campaign appears to have run out of some of its steam. One of the need to reform th Wan NSO.

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V

"being as scrupulous in check- squad ing documentation on cleims as involved in the great reconcilia-tion exercise," said an officiel. JMB's great leading expan-sion, from 1980 onwards, co-incided with the Shebu Shagari

years-during which Nigeria became a byword for corruption internationally. It is cer-tain that Major-General Muhammed Buhari's overthrow of President, Shagari in a coup on December 31 1983 was a major factor in sealing the fate of some ...of. JMB's overextended. borrowers, and 10 months later, of the bank itself.

The incoming military regime had an anti-corruption drive as a key element in its programme. With central govern-ment backing, the Nigerian Security Organisation made full

Scandal that lifted the lid

ligerian exchange control." JMB collapsed under a moun-

former management.

tain of doubtful debts in September 1984 and was then rescued by the Bank of Eng-land in e £250m operation. Of JMB's £500m total outstanding loans and other commitments at

payments under the bank's

Subsequently some £30m of this total exposure has been ould be. Within Nigeria both the press acceptable assets. Against the influential academics have outstanding £90m, the bank bas

lts

But if discounts are being granted, it is up to the Inspec-tors to find out. What matters to them is the price paid in men. tual co: Overcharging—as a way of Sation."

In other cases, drugs are shipped with only days left of their shelf life. Nigerian tele-vision last month highlighted this abuse, but encountered only blank denials. Exporters are likely to find from now now only blank denials. Exporters are likely to find from now on that unless medicines have at least half of their shelf life left they will not be accepted. Occasionally, too, the fraud-sters will repack pharmaceuti-cals, leaving only a fraction of the real drug behind and pad-ding the shipment out with some placebo material. Defining a fair price for a necessary import such as phar-maceuticals can be a tricky business. Suppliers may be able to obtain large discounts from the manufacturers in the US and Europe, but have to charge the full price in Nigeria. But if discounts are being

bard currency.

aurges in 23 1740 1 (9)28 1627031 2 T3W 522733 rude remains mild by compari-son, for Nigeria, with billious of dollars trapped in the pay-ments pipeline and a complex political and economic situation at bome, the JMB saga has become a welcome book on which it can hang a large file marked "pending." Given the political uncertain-ties of pursuing possible cul-: 3025. VE TO 3.50 307 5 محمود بعن جورو ۵ ۲۰۰۳ (۲۰۰۲)

Given the political incertain-ties of pursuing possible cul-prits in Nigeria, the JMB "scan-dal" has the added attraction of being firmly offsbore. Most of the UK-based traders in-volved were dealing with fel-low ethnic Indian Sindhis In VD SECURE

would be.

Nigeria. Furthermore, the Bank The ECGD is known to be taking a tough line on policies, and to be going through tha small print, because the ageocy has made big losses in the last couple of years, with Nigerie featuring prominently on its problem countries list. It has already paid out £200m on Nigerian-related claims and ex-England now accepts that it was a pukka City bank that financed some of the dubious transactions. A statement accompanying JMB's report and accounts for the 15-months to June 1985, says: "JMB itself bas identified certain transactions by a few customers, epparently undertaken in some cases with the knowledge of the bank, designed to circumvent

and influential academics have outstanding 190m, the bank bas called for a complete morato-rium on trade debt payments to that is it has estimated that UK companies until an inquiry insurance claims and payments into the role of Johnson Mat-they Bankers has been com-pleted. While the official etti-rude remains mild by compari-tion but the billions. The Bank of Englanduse of its very wide powers to investigate and arrest suspects. Exchange controls existed througbout the Shagari period but the artful trader could find his way round them

remaining debt. The Bank of England-appointed board et JMB is being very cautious in its handling of JMB's Nigeria trade debts because of the initially unsympathetic response received from the Export Credits Guarantee Department, the government-backed agency which provides insurance cover for UK exporters. It is one of the ironies of the JMB affair that the bank finds its Nigeria related debts being treated in much the same way by both the The most common form of exchange control evasion is over-invoicing, for which a compliant partner at the other eod of the rtansaction is the norm. JMB's trade finance activities were almost solely on behalf of customers dealing with related persons or com-panies in Nigerla. Many of the Sindhi businessmen involved with JMB are part of inter-national trading families, often financing transactions in London The most common form financing transactions in London for goods from eother part of much the same way by both the ECGD and the Nigerian Government. The ECGD is known to be

for goods from eother part of the world to go to Nigerla. They also had ready access to a chain of small confirming bouses in Loodon and through such concections to channels for negotiating commercial bills. There were some traders who clearly became overconfident triang the cast pickings from given the easy pickings from overinvoicing. They took a radical step further and arranged the paperwork for pects to have to pay a further 2200m. Although the hope is that most of this will eventually be recovered, the agency is entirely factitious exports. One such deal involving JMB is now being investigated by the frand

Along with many detained for other offences and released with the coming to power of the new regime were several busi-nessmen beld on foreign exchange charges, say fraud squad officers in London. Further, despite repeated statements of intent to crack down on fraudsters, the Nigerian authorities have refused one simple step that could at least have edvanced co-operation on a couple of inquiries-namely they have not granted an entry visa for en officer from the City of

London fraud squad to Nigeria. The JMB debacle remains a sore for the Bank of England and others but the scale of its involvement in financing trede with Nigeria was small beer.

The authorities in both cour tries are concerned that, while the bulk of the trade between the countries is conducted on an Open and honest basis, further damaging evidence of irregularities will emerge as the JMB investigation is pursued. Meanwhile progress on reconciling claims from UK exporters is likely to remain slow

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Energy

Government launches new incentives to encourage oil output to reach maximum level

# Pricing policy becomes more aggressive

January .....

February .....

March .....

Apríl .....

May .....

June .....

July .....

August .....

September .....

October .....

November .....

December .....

Year's average

As the Organisation of Petroleum Exporting Countries (Opec) - of which Nigeria is a member - has seen its ambition to be a price-fixing cartel founder on the rocks of its members' indiscipline, Nigeria has been thrown into the general melee and is being forced to adapt its crude oil marketing strategy to survive.

The country's move towards more aggressive, market-related pricing of crude, which culmin-ated with the introduction of new tax arrangements for the new tax arrangements for the industry in January, will have come none too soon; Nigeria is teetering on the brink of a default on its medium and long-term external debt commit-ments, and boosting oil output in the face of dispetuncial low in the face of disastrously low

VI

**NIGERIA 6** 

shert term future. If output remains constant, every single US dollar drop in the world price of oil means a \$400m cut in Nigeria's oil revenues, which provide 97 per cent of foreign exchange earnings. Projected at \$8bn before the precipitate oil price fall of early this year, they were already less than e third of their peak 1980 levels of \$25bn. Government clearly hopes that, as a result of new "incen-tive " agreements eigned in Twe" agreements eigned in January with international oil companies producing in the conztry, production will climh swiftly to around maximum capacity levels of 1.8-1.9m barrels per day — although officials of the state oil company, the Nigerian National Petroleum Corporation (NNPC) demurely refuse to admit in

public that they are willing to exceed their all-but-defunct OPEC output quota of 1.45m bpd, as indicated elsewbere in this survey. Privately, NNPC is under-

stood to have mede it cleer to its foreign joint vrature part- major change came with the ners that target output for the conclusien in September 1984

#### The oil industry PATTI WALDMEIR

crucial first quarter of the year was to be around top capacity levels, but this is believed by the companies to be technica world market prives is abso- impossible; eutput in the first lutely critical to the country's half of January was running et only about 1m bpd, and the

incentive agreements new (which guarantee producers e profit margin of around \$2/ barrel) have yet to take full effect. It seems unlikely that first

quarter production, even accord-ing to the most optimistic scenario, could exceed 1.45m barrels.

While the extreme instability of the oil market makes predictions difficult, eil company executives in Lagos nonetheless say they believe output over the year could average around 1.5m bpd (last year's average was 1.4m bpd), provided— and here a more sembre note intrudes—that markets can be found for the additional volumes.

If this is achieved (and industry experts stress that it is by no means certain), it will have been the result of e fundamental shift in Nigeria's

marketing strategy over the past year to 18 months. Perhaps the first sign of e

THIS YEAR may well prove to be a watershed period for of a \$500m counter-trade agree- especially for funding certain ment with Brazil. The deal, priority projects where financ-which was linked with an exist- ing is proving difficult in the ing refining contrect between current credit climate. A committee headed by a prominent NNPC and Petrobras, the Brazilian state oll company, mey bave involved a form of net-Lagos accountant has now been set up to detremine which of the existing deals is to continue, hack pricing—a method which the existing deals is to continue, relates the price of crude to and to renegotiate them where the market price of refined terms are believed to have been unfavourable to Nigeria.

products.

to efficial prices.

Those businessmen and embassy officials who bope to Subsequently, three ether eilfor-goods deals worth over \$1bn were concluded or agreed in conclude new counter-trade deals with Lagos say they exprinciple with France, Austria and Italy (they are described in more detail elsewhere in this pect all such deals in future to involve net-back—or at least, market-linked—pricing. Last year'a \$500m swap arrangement survey). Different crude pricing formulas were used, hut each involved an implied discount, year's sourd swap arrangement with SCOA, the Paris-based trading house, fell apart in July, when world market prices for crude plummeted, because the fixed discount offered under the deal was not large enough in some cases guite substantial,

The temptation is clearly strong to engage in oil-swap arrangements at e time when to match the sharp fall in spot market prices. It was this summer slump in

Western export credit cover for NIgeria is virtually unobtain-able, and when banks are con-firming letters of credit for the the spot market which pre-cipitated what is likely to prove country's imports at their lowest level for many years. a much more important ahift in the country's marketing strategy: the introduction of Questions

market-related pricing for crude lifted by international oil com-However, in assessing the wisdom of this policy fer Nigeria, the key questions must be the following: panies producing in Nigeria. Negotiations over new incen-

tive agreements with the oil Did the deals (which have since been suspended pending the outcome of an investigation companies - accords which establish the principle that government taxes and royalties should finctuate with the realised price of the crude, rather than remaining fixed in relation to an artificially high hy the new Military Government) actually hring Lagos new customers for its crude? Or did they simply replace previous contracts (many of which would have been at the higher official prices) with new, official price—were given a new sense of urgency when crude output fell to around 1m bpd in

on the heels of Opec's decision in December to abanden output restraint and fight for its share of a glutted market, which in turn led to a collapse in oil prices around the turn of the year.

Under the previous arrangement, producers were ehle to obtain Nigeria crude et a taxpaid cost which was \$2/barrel below the government's official selling price (\$28.65 in the case of Bonny light crude). If they on-sold the crude for less, they were losing money, hence the very sharp decline in production which hit Nigerla when market prices were low.

The revised deals guarantee roducers e profit margin in the region of \$2/barrel (although the actual figure will

verse a worrying decline in pation agreements" which Nigeria's technical capacity by authorised the equity partners stimulating investment in ex- to lift some NNPC crude, but pleration and development under less advantageous conditions.

even this may not be feasible, noting the possibility that parent companies in Europe and America may rein in the output of their Nigerian asso-ciates because of the sheer physical difficulty of placing such large quantities of crude). both tap into the extensive marketing channels commanded by the companies, and to capi-talise on their more aggressive marketing approach.

Whatever the eventual impact on production, the agree-ments clearly represent a fun-Lost sales damental change in the role of According to one executive Inger omciai prices) with new, lower-priced sales? Most industry experts appear to believe that the latter was indeed the case. The new Government, which took power on e platform which included opposition to counter-trade, has since said It is policy on e "selective" hasis, believe that the latter was indeed the case. The new Government, which took power on e platform which included opposition to counter-trade, has since said It is policy on e "selective" hasis, to believe that the latter was indeed the case. The new Government, which took power on e platform which included opposition to counter-trade, has since said It is policy on e "selective" hasis,

companies.

The first step in this direction was taken in 1984 with the signature of so-called "particisuch customers will be bringing significant pressure to bear on

"Until the market

stabilises, you can't

confidently about

oil quotas," says

the Nigerian

Oil Minister.

really talk too

NNPC to improve the terms of their agreements as well.

1983

0.8

0.7

0.9

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1982

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1.6

1.4

1.2

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1981

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13

14

0.8

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11

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1984

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Source: FT estimates

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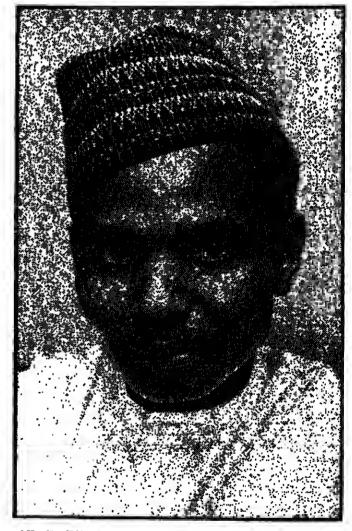
1.6

The coming year will clearly demand a great degree of flexi-hility in the corporation's deci-The ceturns par barrel will sion-making to meet the be less, as NNPC will be re- challenge of rapidly-changing quired to reimburse the com-panies for production costs. this end, say officials, NNPC is But at e time when the general undergoing a massive reorgani-free-for-all of overproduction sation of its operations with the has made markets more in-terating more efficient, tensely competitive than ever semi-autonomous units, which before, Nigeria may do well to would eventually become ind-

In the short-term, though, the reorganisation has meant major upheavals as some of NNPC's newly-created "sectors" move newly-created "sectors" move to new headquarters in other state capitals as part of e de-centralisation drive. Many senior members of staff have been retired.

NNPC is entering 1986 with new men in each of the top three posts of Minister of Petroleum Resources, Perma-nent Secretary and Managing Director of NNPC. The coming months will no doubt pose e tough challenge to all three, and especially to the recently-eppointed Minister, Albaji Ril-

must be to leeve the traditional third-party buyer somewhat out wanu Lukman, who commanded in the cold. It seems likely that great respect in his former post es Minister of Mines, Power and SteeL





ectivities. Most oil company executives ebjective is more likely to be achieved than the second (although some experts say that even this may not be feasible,

Nigerla's oll production in million barrels a day

1977

2.2

22

23

2.3

2.2

22

2.1

2.0

2.0

2.0

1.9

1.9

2.1

1978

1.6

1.6

1.5

1.7

1.7

1.9

1.9

21

2.1

2.1

23

24

1.9

1979

2.4

24

2.4

2.4

2.4

2.4

2.4

2.2

2.1

2.1

2.2

22

2.3

1980

2.2

2.1

2.2

2.2

2.1

2.2

2.1

2.0

1.6

1.9

2.1

2,0

2.1

1976

2.6

2.1

2.0

2.1

21

2.1

2.0

19

2.0

2.1

2.2

22

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1975

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1.7

1.6

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LS

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QUESTION: How will Nigeria react to the current slump in the world market price of oil?

A: Our position will be dictated hy the situation. It will very much depend on whet the Opec countries as a group decide to do. They will need to act together to try to stabilise the market somebow.

Q: For the moment, are you pursuing e pelicy of maximum production?

A: We are doing our nimost to ensure that we sell our quota (1.45m hpd).

Q: Do you expect soon to increase your output to your maximum technical capacity of around 1.8m hpd?

A: You have to look at it from a long-term point of view. We have n quota and we try to keep to it. If you lift what you are allowed there will be periods when you lift somewhat more and periods when you lift somewhat less somewhat less.

But you can't really talk in terms of quotas any more. The Opec countries have decided that they will try to maximise their own share of the market. Until the market stabilises and we have decided what we are going to do you can't really talk too confidently about quetas.

Q: Would Nigeria consider following a policy of restraint of production if that were the majority view at an Opec meeting?

A: We would take such action that we believed to he in the best interests of the group as a whele and also in our national interest. Thet's why we are members of Opec.

Q: Has there been any contact between Nigeria and Britain over the oll price situation?

A: I believe not. But if the British are interested in getting Q: You have recently con-cinded e \$1.55n "net-back" deal together, we would certainly welcome an opportunity to do involving the International Bank for Credit and Commerce.

What is your policy on net-back pricing of your oil? Q: You have recently concluded incentive agreements" with oil companies operating in Nigeria which guarantee the A: We are taking such steps as are reasonable within the current situation. We will

are

companies a profit margin of around \$2 a barrel if the oil ensure that at least our share of the market is maintained. price holds in the mid-\$20 a barrel range. Given the collapse in prices immediately after the the principle of market-related pricing with respect to your equity partners in Nigeria, do agreements were signed in January, will you now need to

renegotiate them? A: In view of the current situation we may beve to review

to give them e similar diswhat we have agreed to make sure it is interesting to both sides. count?

Q: What would you say is your oil. As to third-party buyers, technical production capacity we will have to make it worth into the market.

Alhaji Rilwanu Lukman (above), Minister for Petroleum Resources, believes that Nigeria could eventually produce 2m barrels of oil a day for five years, without any further exploration

at the moment and for how long their while, provided we do not could you maintain output at lose in the process. that level?

**Interview** with

**Oii Minister** 

PATTI WALDMEIR

Now that yon have necepted

you expect te come under pres-

We have oil to sell and we

sure from third-party enstor

We could get to 1.8m h/d Q: What is your view en right away, and we could reach 2m h/d within three months. We could produce at 2m b/d fer five years without any fur-ther exploretion. counter-trade?

A: It is one of the options open to us for the financing of our capital projects. It's an option that we should not brush aside lightly.

Q: Are there any counter-trade deals eperating at the moment?

A: The Brazilians are still lifting oil and the account is being credited with the value of the sales, but no goods are being imported. The shipment of goods has been suspended until the (recently formed) com-mittee on counter-trade reports and we know which deals are going to continne.

Q : What do you see as the role of Opec at the moment? Are yon committed to remaining a member?

A: We are members of Opec, which has been sacrificing its own production to keep the market stable. Non-Opec countries have been taking advantage of it and pumping plenty of oil and then allowing Opec to stabilise the market.

I think the time bas now come for both Opec and non-Opec countries to get together and stabilise the market. Pernot the only ones selling haps some meeting of minds is called for to get some sanity

# Energy

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# **Incentives** to boost proven

# reserves

**Oil exploration** and output PATTI WALDHER

AFTER NEARLY a year of negotiations, the Nigerian National Petroleum Corporation (NNPC) has affered its foreign joint venture partners incen-tives to step up their explora-tion and deviopment activities in an attempt to reverse a sorious decline in the country's technical crude oil production capacity and to boost proven reserves.

Technical capacity has fallen sharply from around 2.5m bar-rels per day (bpd) at the height of the oil boom in the late 1970s, to a maximum of 1.8-1.9m bpd to a maximum or 1.5-1.9m oph now, at export quotas and poor market conditions. have dis-couraged new investment on the part of the oil companies, and as NNPC has found it more and more difficult to meet its majority share of spending on maintenance and development.

With oil currently accounting for some 97 per cent of export earnings - and no other major emport earner appearing on the near-term horizon — industry officials argue that it is critical that the decline be stopped.

Failure to do so would clearly hamper Nigeria in any attempt to affset a drop in the market price of crude by boosting pro-duction, a strategy which the country can hardly avoid adopting given the pressing nature

of its external debt scrvicing commitment and the already very low level of imports. Oil company executives esti-mate, however, that under cur-rent conditions, Nigeria could not sustain production at levels higher than 1.5 er 1.6m bpd; while 1.8 to 1.9m is the indus-

while 1.5 to 1.5 m is the indus-try's theatrical capacity on a daily basis, in the words of one executive "the whole system begins to creak at around 1.7" NNPC's new managing direc-tor, Mr G. A. Adams, disputes this view, arguing that it would indeed be possible to sustain output at the higher levels, add-ing that production could be ing that production could be boosted to a sustainable level of 2.0m bpd within three months, given an unspecified amount of

given an unspecified amount of development spending, As regards the longer-term. Mr Adams points to undertake-ings about investment octivity made by NNPC's equity part-ners under the new "incentive" agreements concluded in Jann-ary this year, as indicated else-where in this gurnary where in this survey. "They have committed them-

aclves to a certain programme (of exploration and develop-ment activities), and they must complete this programme," he told the Financial Times in an interview.

Oil company executives in Lagos prefer to say they have an "onderstanding" on a five-year programme of investment activities in the fields of exploration development gas utilisation and enhanced oil recovery

(among other areas). Most say that they have gone development spending, NNPC figures show that the total further in these programmes than they would have done had government not offered them industry budget has fallen from can a N560m in 1983 to N300m in costs.

Shell).

Consistent



Oilman on the Shell Belle Isle rig in Bendel State

new incentives (in the form of 1985, while actual spending last a guaranteed profit margin on year (N112m) did not even production of about \$2 per cover half of the budgeted torbarrel); but few will admit to get. This year's E & D budget any major new understakings, of N409m has begun to look It is understood that, if fully decidedly eptimistic, especially implemented, the programmes following the precipitate fall in outlined by individual com-panies in their separate accords of the year, and NNPC officials with NNPC would succeed in maintaining, er perhaps slightly increasing, the current lavel of technical capacity.

"That is the only realistic position to take, if prices con-tinue at their current low levels," says Mr Adams. Given the beavy demands now Ha says NNPC's pollcy is to maintain preven reserves (which would last some 25-30 being placed on the revenues of NNPC by Nigerla'a debt crisis

(export revenues are projected at \$80n for 1986, less than e third of their 1980 levels of \$250n, while external debt years et capacity levels of productien, accerding to NNPC estimates) at a constant level by replacing exploited reserves with new discoveries en an onnual basis (although be concedes that this target was service has risen to unprece-dented levels) the crucial ques-tion must remain whether the Corporation can meet its share of programmed spending (60 per cent in the case of most producers, and 80 per cent in the case of the larges producer, Shall not met in 1985).

The consensus view among industry experts seems to be that Nigeria remains an area of very high future potential. According to a recent report by a group of leading oil con-sultants, it can be expected that Government spending on main-tenance and devalopment have been a major cause of the declina in technical capacity several large oil fields, as well as many smaller fields, will be which has hit the industry in the 1980s. discovered in the Niger delta over the next 10 years - pro-vided that the market situation As regards exploration and gives an impetus to investment in oxploration, and if NNPC can shoulder its share of tha

# plague massive scheme

NIGERIA 7

Delays

NIGERIA'S planned \$5-6bn liqoefied natural gas (LNG) project at Bonny, near Part Harcourt, bas long been regarded as the conniry's best bepe fer reducing its dangerous dependence on crude oil fer ever 95 per cent of expert

But some 20 years after the first leutative discussions of a majer LNG export project began in the mid-1960s, important denbts remain over whether such o preject can be viable, and when, if ever, work can begin werk can begin.

Gevernment has stated re-peatedly in recent months that it intends to push ahead with e scaled-down version of the massive \$14bn project envisaged at the end of the 1970s. The eriginal six train (processing unit) plant is te be reduced to o two-train pro-ject capable of producing some 3m tonnes of LNG per year, with the cost falling as o result to between \$5bn and \$6bn

of Nigeria, Nigerian Agip Oil Company and Elf Nigeria. Shell is to be the technical

project, with Shell taking 20 per cent and Agip and Elf 10 per cent each. A marketing team has been established and preliminary approaches have been made to gas companies in Western Enrope, likely to provide the best oventual market for Nigerian gas. Some of the participants have described participants have described the initial response as posi-tive while others have categorised it as "not altogether negative" - reflecting the

Liquefied natura gas project

PATTI WALDMEIR

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· VII

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Project to go ahead at last

**Plans for new** oil refinery PATTI WALDMEIR

NIGERIA'S plans for a fourth oll refnery, on ice for ever a adjustment programme with the year because of difficulties in International Monetary Fund arranging external finance, look. (IMF). Such a deal would set to go mead soon following page the way for the reschedul-signs that the Weineb. Covern-ing of the insured trade arrears, ment is willing to guarantee a land to the resimption of export FFr 2bm aspost cradit for the Insurance cover for Nigeria. project. oil refinery, on ice for ever a year because of difficulties in

trade debts since the early

An informal understanding bas existed between the agencies that no new guarantees would be extended to Nigeria until it agrees on an economic

Nigeria because of the country's market in recent years, ment guarantee of a supplier's accumulation of some \$2bn in especially in the severely de-accumulation of some \$2bn in pressed construction sector. of Japan) for the balance, but form pressed construction sector.

shortfalls

But France is clearly anxious to use the credit to boost its to use the credit to boost its exports to Nigeria in the com-ing year. Exports fell off sharply in 1385 to around FFT 5bn from FFT 8bn tho pre-vious year, largely as a result of the loss to Brazil of a sub-stantial portion of France's FFT lon annual sugar sales to Nigeria, and because of the failure of a \$500m French counter-trade agreement to get off the ground. Industry officials stress that, although some barriers to agreement on the offshore finance remain and could pro-long the delay, they feel rela-

FFr. 2bit stylest credit for the insurance cover for Nigeria. project. The \$500m refinery, to be told its Western partners that industry officials stress that, sinated at-Aless-Eleme near COFACE bad agreed in printer that although some barriers to cipla as far back as 1963 to special dependence on imported the project, and that any move try's dependence on imported the project, and that any move in the scheme has been held on the agencies' united front were signed in Fohruary 1985 on the IMF issue. British officials are under stood, however, to take a serious to finalize the scheme to the arrange stood, however, to take a serious to finalize the scheme to the arrange stood, however, to take a serious to finalize the scheme to the arrange stood, however, to take a serious to the arrange stood, however, to take a serious to take a serious to the arrange stood, however, to take a serious to take a s tracted negotiations to arrange stood, however, to take a serious provided through a credit from affahore finance. Signature of a loan agreement the French, who have made for some 60-70 per cent of the major inroads into the Nigerian total, and a Japanese govern-

According to Mr Adams, the NNPC managing director, the corporation will commit a certain amount of its crude production to cover NNPC's own 15 per cent down payment for 15 per cent down payment for the schemo. The consortium, which is led by JGC of Japan (for the process technology) and France's Spie Batignolles (for the civil works) will he responsible for either purchas-ing the oil themselves, or find-ing an alternative 'buyer, say NNPC officials.

If the French funding is agreed within the month, the project could be expected to come onstream by June 1988, difficulties which Nigeria faces in trying to encourage European customers to com-mit themselves to 20-year It will comts in th gtutted market and serious doubts over the country's ability to produce the goods. This last factor may well prove the more important: ision of the existing Port Harcourt refinery, and will add additional processing capacity of some 150,000 bpd. The refinery will clearly laad to major foreign exchange savings for Nigeria, which cur-rently pays to have some 50,000 hpd of its output processed abroad (formerly in Brazil, now in France and tha US). It will increase the country's tech-nical refining capacity by obout half, and will add around 70 h/d per cent to overall operating Originally designed to meet only local needs (consumption was rising at around 18 per cent a year in the early 1980s), Government missed lis chance in 1980, when the now-defunct Bonny LNG Company (formed by NNPC, Shell and BP) signed a letter of infent oducts NNPC now projects that it will be able to export petroleum products when the project πħ comes onstream, dua to a decline in local consumption Br) signed a letter of intent with a European consortium for the sale of half of the original, \$14bn project's out-put for 20 years, and an option to take the balance if no other buyers could be famed 00 (now put at under 200,000 bpd) because of cuts in petroleum price subsidies, curbs on smuggling and the low level of activity in the found. Winning firm commitments for long-term contracts now is likely to prove more difficult, **Producers applaud new deal** intery to prove more difficult, as Nigerian gas will be com-peting in the Enropean mar-ket with Norway, with the Soviet Union's abundant sup-plies, and with Algeria, whose LNG facilities are operating at well below connectiv the equity partners cut liftings sharply and output fell to around 1m barrels per day (bpd) in July. The shock of such a precipi-tous decline appeared to bring about a new sense of urgentive agreements, which took most of 1985 to complete. The result was an arrange-ment which has been widely praised by producing com-panies, involving a complex f ment take to fluctuate according at well below capacity. Only after the market prob Only after the market prob-lem has been solved can the final go-ahead be given to arrange the huge financial package needed to get the venture off the ground. It is understood that commercial bank funding would be sought for some 75 per cent of the project cost, while NNPC has said that it intends to allocate the proceeds of exports of to \$23 per barrel. According to NNPC managing director, Mr G. A. Adams, the agreements have since been revised to yield a margin of around \$2/bbl for prices as low as \$15/bbl. The coverall level of entry around \$2/bbl for prices as to do so will attract a penalty. the proceeds of exports of some 15,000 barrels per day to go towards financing it. Whatever the scepticism with which outsiders may Tha aim of tha new agreeput will of course depend on view the project, government says it is determined to use ment is two-fold: to allow Nigeria to compete in a gintted whether markets can be found for the additional volumesits massive, and largely unmarket, and thus guarantee many industry experts say they tapped, reservoir of natural maximum production; and to are sceptical gas — the country's richest encourage increased exploration gas—ine connicy's richest natural resource—to boost export earnings. With some 85 trillion (million million) cubic feet of proven gas re-serves, and perhaps a further 65 trillion estimated to re-main in uniformatic to re-The longer-term impact of and development activity to re-verse a serious decline in the accords on the current low level of exploration and de-Nigeria's technical production velopment activity is more difficapacity. cult to assess. Each company NNPC and the companies was required to detail a fivequibble over whether the agreeyear investment programmemain in undiscovered rements involve a "commitment." coverable reserves, the poten-tial is clearly enormous. outlining planned activities in or only an "understanding" as integration integration and long-term velopment, gas utilisation and investments—a situation which enhanced oil recovery, among has led some informed other areas—before the new observers to doubt the efficacy deal could be arrowd. tial is clearly enormous. Domestic use of gas will win a big boost if the \$943m Escravos-Lagos gas pipeline finally goes ahead. The pro-ject would reduce Nigeria's gas flaring by 10 per cent according to the World Bank, which has offered a \$250m loan. It is currently stalled over financing problems and of the accords. NNPC must cover 60 per cent Most production executives appear to believe that the new of the cost of such investments as majority partner (80 per cent in the case of Shell, the deal could have a major impact on output over the next year, largest producer), the current making it possible that prodocover financing problems and may have to be redesigned to low level of the corporation's revenues could well jeopardise tion will average around 1.5m reduce the overall cost. the overall programme.

Last November, a "framework" agreement for the project was reached between the Nigerian National Petrol-cum Corp (NNPC), the state oil company, and its private sector partners Shell Petrol-cum Development Company

leader. Under the agreement, NNPC will hold the majority 60 per cent stake in the project, with Shell taking 20

Mr G. A. Adams, managing director of the state oll company, the Nigerian National Oil refinerles Petroleum Corporation (NNPC) who predicts that France's export credit agency, COFACE, will have agreed to extend cover

will have agreed to extend cover for the project by the time this survey is published. A decision by COFACE to guarantee the FFT 2bn portion of the offshore fanance for the refinery, to be built by a Franco-Japanese consortium, is likely to Japanese consortium, is inkely in provide deep concern among other Western export credit agencies, especially Britain's Export Credits Guarantee Department (ECGD). It will be seen as a breaking of main with the other export

of ranks with the other export agencies which have suspended edium and long-term cover for

Existing oil refinerles;

		Operating capacity b/d	Techui capacity
	Port Harcourt	60,000 85,000	60,00 100,00
•	Kaduna	73,000	100,00
•	· Refineries' output (maximum	prednction of a	refined pro

from existing facilities and planned output from fourth re-finery (tonnes/year)):

	refineries	refine
Liquefied petroleum gas Gasoline Kerosene Diesel Fuel oli	280,000 2,830,000 1,550,000 2,960,000 1,430,000 9,050,000	123,0 2,780,0 938,0 820,0 2,350,0 7,003,0 Source:

officials close to the negoti-ations admit that credibility is a major problem. The project has o long history of delays and false starts, with successive governments lackferesight to embark on tha multi-billion dollar scheme. Twe military coups in the past 26 months will not have improved Nigerla's imaga as a reliable supplier.

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#### The new oil agreements PATTI WALDMEIR

THE CONCLUSION in January this year of so-called "incen-tive" agreements between NNPC and oil companies pro-ducing in Nigeria has intro-duced a crucial element of

from its equity partners was fixed in relation to a notional "posted" price which was above NNPC's official selling price (currently \$28.65 per barrel for Bonny light crude). and was not responsive to price movements in the market.

Both production costs (\$2/bbl is the allowablo deduction) and the government take were rigidly fixed, so any drop in spot market prices impacted wholly on the company's profit margin. If the market price fell below around \$26.50 or \$27 per bbl). barrel, most of the producers saw their profit margin wiped

out altogether. This arrangement had disas-trous consequences for produc-tion at the end of last summer when a slump in world demand which explains the companies' which explains the new deal pushed Bonny light prices enthusiasm for the new deal. down.

ancea a crucial element of infinita which allows govern-market-sensitivity to the pricing of Nigerian crude. Formerly, the Government's Under the new system, "take" of taxes and royalties Government will absorb (in the

form of reduced taxes and royalties) 90 per cent of any fall in the market price of oil below official levels, with the equity producers absorbing the remaining 10 per cent. The bottom line is that tha Government has ogreed to

guarantee the companies a profit margin in the region of \$2/bbl (although this is largely a theoretical figure as it assumes production costs of no more than \$2/bbl, while com-panies producing offshore say

their costs are closer to \$2.50/ According to one estimate by an industry executive, the

own. NNPC has had to move tion Unwilling to operate at a loss, quickly to maintain this bpd.

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VIII

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Financial Times Monday March 3 1986

Agriculture

#### NIGERIA 8

President Babangida's 1986 budget includes an impressive array of measures aimed at tipping the incentive balance in favour of agriculture, as Patti Waldmeir reports here

# The reluctant revolution

MORE THAN a decade after the first of a succession of Nigerian governments all declared a commitment to

Nigerian governments all declared a commitment to reviving agriculture as a top priority, the country is still waiting its "Green Revolution." Much fanfare has surrounded the launch of campaign after campaign aimed at achieving food self-sufficiency through increased production. Spruced up with new titles every few years—from the "Operation Feed the Nation." programme of the 1070s to former Drasident titles every few years-from the "Operation Feed the Nation" programme of the 1970s to former President Shagari's "Green Revolution" drive of the early 1980s --the various programmes nonetheless have failed to halt the worrying decline in per capita agriculture production which is one of the most critical problems facing Nigeria today. Exhortation bas, in many cases, taken the place of con-fracting incentives. It has largely been ignored and agri-cultural incentives. It has largely been ignored and agri-culture has continned to decline with per capita output falling an estimated 20 per cent since the late 1970s. President Babangida's 1986 budget, which is firmly based on the principle of agriculture-led development, outlines an impressive array of measures (see box) aimed at tipping the incentive balance in favour of agriculture for the first time in many years. Its broad policy thrust-state

profitability. Massive retrenchment has sent large numbers of urban dwellers back to the land as survival in the city bas become increasingly difficult. And shortages of imported raw materials have sent virtually every major agro-allied com-pany in the country searching for ways to reduce import de-pendence by producing some of their materials locally. agriculture for the first time in many years. Its broad policy thrust—state intervention in agriculture is to be limited; a more realistic ex-change rate is to be introduced (to boost exports and relieve competition from artificially cheap food imports); imports of some major agricultural items are banned; more empha-sis is to be placed on assisting smallholder farmers—has been welcomed by agricultural ex-perts, both Nigerian and foreign. However, they temper their agriculture may be emerging from the doldrums of the past decade; nonetheless, shifting the balance in the economy away

However, they temper their praise with concern over the Government's ability to move quickly to implement the barrage of measures announced on January 1; two months into the new year; the maira is still being beid at parity with the dollar (it trades at only a fifth this value on the black market), and details of other reforms have yet to emerge.

Ironically, the level of agri-cultural activity in the country over the past two years has had less to do with the direction of

lapsed — it how accounts for only 3 per cent of export receipts — and the only remaining major earner, cocca, continues in a downward spiral (the problems of the industry are discussed elsewhere in this survey). Wide range of new

farmers.

High costs

their materials locally.

There are tentative signs that

from excessive dependence on oil exports, and on import-fed industry, cannot be achieved by

The agricultural base of the

exchange, has virtually col-lapsed — it now accounts for

the force of austerity alone.



A herdsman attends cattle in the breeding area of the Jos International Breweries' farm research centre. Animals are fed with spent grain and molasses from the brewery.

1985 to some \$1.5bn this year. according to Nigeria's energetic The focus of his Government's new Agriculture Minister, agricultural efforts are in the Lt-Gen (rtd) A. L Akiminade, following areas: • Import substitution: produc-

• Import substitution: produc-ing food or agricultural raw materials locally has become a political imperative for most large trading and manufacturing companies in Nigeria. The beverage industry is taking steps towards substituting maize fructose for some imported sugar, and maize or sorghum for a portion of the barley mait used in beer manufacture; the milling industry is to substitute some other grains for wheat in four production. Each of the major trading

economy has been eroded hy years of neglect, and tha mis-management of massive sums of money committed to agricultural years; and even the oil com-panies, are getting in on the act in an attempt to show good-will towards Nigeria and con-cern for its problems.

The Government has made it clear that investment in agricul-ture is an essential pre-condi-tion for firms wishing to obtain a share of the dwindling level. Government services to of import licences issued each farmers are woefully inefficient year. Those which can produce in many areas, with credit their own raw materials must unobtainable for the majority do so. After 1988, imports of of small farmers, extension ser-vices seriously hampered by a obtained through the processing lack of traineast and input of an anwild agricultural cron"

small farmers are to be the centre-piece of Government agricultural policy. Some 60,000 km of feeder roads are to be rehabilitated or constructed in rural areas (financed by a recent sharp rise in petroleum product prices), a measure which will be of significant benefit to small farmers.

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World-Bank assisted Agricul World-Bank assisted Agricul-tural Development Projects (ADP's) are to continue to play a major role in this area, and to take over the agricultural functions of the controversial River Basin and Rural Develop-ment Authorities (RBRDA's) which are henceforth to be restricted to irrigation activi-ties.

#### Responsibilities

The ADP's, set up in the mid-1970s in :limited areas of the northern and central states, have - since been extended to state-wide cover in many areas, taking over many of the res-ponsibilities for managing agricultural development from the State ministries of agricult the State ministries of agricul-ture. They are discussed in detail elsewhere in this survey.

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measures

NIGERIA'S 1986 budget was the most agro-centric in years, introducing a wide range of new measures with the stated aim of achieving food self-sufficiency within two years, reducing imports, fostering agriculture-fed indastrialisation, and improving the quality of rural life. The most important of the

new measures are: • Imports of vegetabla oils, day-old chicks, and stockfish (popular with Nigerian cooks) are to be banned with immedi ate effect; rice and malze imports were October, 1985. banned in • Importation of any raw material "which can be obtained through the processing of an annual agricul-tural erop" is to be banned. The ban, to take effect ou January I, 1989, appears to be simed primarily at the beer, soft drink and bread industries which are already seeking ways to substitute local agricultural products for a portion of their imported

ingredients. • Agricultural exports, especially within the West African region, are to be encouraged: formerly, some such exports were banned. 68,690 km of feeder roads will be built or rehabilitated, using half the proceeds of the higher petroleum product prices introdced in the budget; roads will be con-centrated in areas with high potential for production of priority grant

Priority crops. Smallholder farmers are to be the centre-piece of government'o food strategy because they have "clearly demonstrated that, given the right price and non-price incentives, they can produce the food and fibre required by the nation." • The Government is to pull met of direct production and

out of direct production and distribution of agricultural products; this implies privatisation of state produce marketing boards and other agricultural parastatals. Biver Basin and Rural Development Authorities are to, concentrate on water resource management and leave agricultural activities to tha state government Agricultural Development Projects, a number of which receive substantial World Bank support. . Distribution of some farm inputs is to be commercialised. An on-farm storage pro-gramme and market informer tion service is to be launched. Two months after the publi-cation of the budget, many

details of the

measures have yet to emerge.

and the second second

of an annual agricultural crop lack of transport, and input of an annual agricultural crop" supply erratic and unreliable, are to be banned. And those

Improved seed varieties deve-loped by the International which cannot must try to achiave foreign exchange sav-ings by producing food which would otherwise need to be imported. Some agricultural experts increases in yields for cropslike cowpeas, maize and cassava

have questioned the wisdom of this policy, pointing out that net foreign exchange savings - hava been made available to only a small percentage of may fall well short of govern-

ment's hopes, given the fact that large-scale production requires a high level of imports of equip-ment and machinery. And the The high cost of inputs and labour (the average farm wage in Nigeria is estimated to be three to five times the wage paid in comparable developing councompanies themselves complain that the Government has failed to clear away major institu-tional barriers to investment in tries), and the major losses sustained because of lack of agriculture. Their expertise would be better used in the area of processing, rather than

storage and processing capacity, make Nigerian farmers very high-cost producers. Despite this catalogue of weaknesses, President Babandirect production, many trad-ing and manufacturing concerns We'd rather not be forced

gida's Government is still pro-jecting self-sufficiency in most to go digging boles in the ground, an activity which we major foods within two years, and an increase in non-oil know very little about," says a senior official of one such comexport earnings, primarily agricultural, from \$400m in pany. Smallholder

Tha RBRDA's, which have absorbed by far the bulk of government funding to agriculture in the late 1970s and early 1980s, are to focus on water management alone, leaving direct production to the private sector and extension to the ADPs.

> Government officials admit to serious doubts about the cost-effectiveness of these projects, on which over N2bn has been spent since 1981 alone; "but wa're saddled with them," says the new Minister. "We can't just abandon them. We've spent too much money on them to just write them off." The bottom line is that there

is much more private sector interest in agriculture now than for many years, and that government has at least indentigovernment has at least indenti-fied the kinds of policy reforms needed to get the industry back on its feet. The next 12 months will tell whether the familiar rhetoric of past agricultural drives finally begins to become a reality under the pressure of assistance: ever-narrowing options."



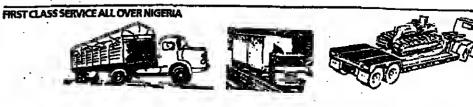
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#### Agriculture

NIGERIA 9

IX



International Breweries in Plateau State.



Texaco. Agro-Industries, a subsidiary of Texaco, the US oil company, sold "gari" or cassava meal through its petrol station outlets, but for 10 months the Texagri

# New moves to keep down costs

#### Development projects

#### PATTI WALDMEIR

THE IMPORTANT thing is to identify your priorities. If you get the priorities right, you don't have to spend e lot of money,"

so says Dr O. Nduaka, pro-gramme manager of the Imo State Accelerated Development Area Programme (ISADAP), when summarising the philo-sophy which has made ISADAP a model of low-cost agricultural development, and the flagship of e new generation of World Bank-funded Agricultural Development Projects (ADPs)

in Nigeria. In the past 15 years, since the first pilot ADPs were set up in Nigeria's arid northern states, the World Bank has pro-vided some \$784m to fund 10 separate area agricultural pro-grammes which now serve about farm families throughout country, most of them the smallholders.

The success of tha projects whose aim is to improve small farmers' access to physical in-puts. credit, and technical edvice, as well as improving rural transport and other infrethe total funding for the entire seven state project is no more then has been set aside for a single ADP in either Beuchi, Kano or Sokoto states. The World Bank is to instructure, has often heen

hampered by the failure of the crease its share of the financing distribution of higher-yielding federal and state governments for the uew projects to up the seeds and seedlings; and essen-to provide their share of ADP cent from 40 per cent pre-funding. As Nigeria's economic crisis

federal and state governments may find it easier to meet their reduced shara of the funding has deepened, it has become clear that the amhitious, fully-integrated epproach to argiculburden.

Nonetheless, the much smaller sums available will ture and rural development envisaged in the 1970s simply could not he funded by the obviously make it necessary to reduce the scope of the projects quite considerably, at least in resources available to the federal and state governments in the mid-1980s. their initial phase.

The new "generation" of ADPs-seven smaller projects There will be less emphasis on creating new infrastructure such as farm-to-market roads, in the southern and middle-belt states of Imo, Anambra, Bendel, Benue, Cross River, Ogun and Plateeu to be part-funded with a single \$162m loan from the crops such as cassava, maize, yams and rice rather than on 

Successes

staff housing and new edmini-strative centres for the projects; the focus will be on "core" food

> livestock development or other such activities; and there will be much less emphasis on water resource development, one of the key functions of the

older northern ADPs. In the three years of its operation, ISADAP has spent only around N8m on the follow-ing set of "core" activities which programme officials, hacked np hy independent agricultural experts, say have made e major impact on food production in Imo state: distri-bution of fertiliser and agro-chemicals through farm service older northern ADPs. Formal approvel for the loan has not yet been granted by the World Bank but e number of the projects are already underway, with ISADAP regarded as the most successful so far. Asked what distinguishes the new group of southern ADPs from the northern predeces-sors, Dr Nduaka points out that chemicals through farm service centres; dissemination of tech-nical advice through en im-proved extension service made mobile by the provision of e large number of motorcycles;

amount of new construction. "We went for an immediate impact on the food supply situa-tion and the market. We couldn't have achieved that if we'd been more thinly spread," says Dr A. Anya, the ISADAP planning officer.

**Better value** 

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Programme officials say it is difficult to isolate the impact of ISADAP on food production in the state from unrelated fac-tors such as weather, which has been very favourable for the past two years, or the fact that a large number of unemploy urban dwellers have begun to return to farming in search of a llvelihood.

of a livelihood. But they point proudly to the fact that whereas in 1983, one naira would purchase 4-5 caps of gari (cassava meal, e local staple food) in the market, a naira spent today will purchase three times that amount.

Dr Nduaica, the programma manager, also points out that one of the key reasons that costs have kept so low is that the pro-ject has so far spent nothing on constructing staff housing, and that it was able to acquire an extensive administrative headquarters from a disbanded government parasistal for only N455,000, rather than construct-

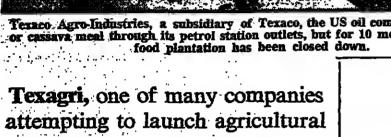
ing a new administration block for several millions. Some of the older ADPs hava been criticised for spending disproportionately large sums on housing and edministration, and on hefty salaries for ex-

patriale members of staff. ISADAP currently has an all-Nigerian staff and plans to call in expatriate expertise on a con-

suitancy basis only. Agricultural experts stress that the needs of the states to be served by the new ADPs are much different from those of

the original projects in the relatively less developed North of the country; the South, which is much more densely populated, is served by a better network of roads and other infra-structure, and the availability of structure, and the availability of skilled and trained manpowar is much higher in the South because of the pattern of past expenditure on development. But the lessons of the past have clearly been incorporated in the design of the past

nave clearly been incorporated in the design of the new genera-tion of projects; more attention will be paid to assuring that facilities developed by the pro-ject can be operated, maintained and financed adequately after outside assistance ends (10 years in the case of the new ADPs); a more "flexible" approach to lechnological innovation is to be adopted to ensure that farmers are forced to edopt new technology at too rapid a rate; and capital spending ie to be reduced.



ventures, has run into major problems, as Patti Waldmeir reports here.

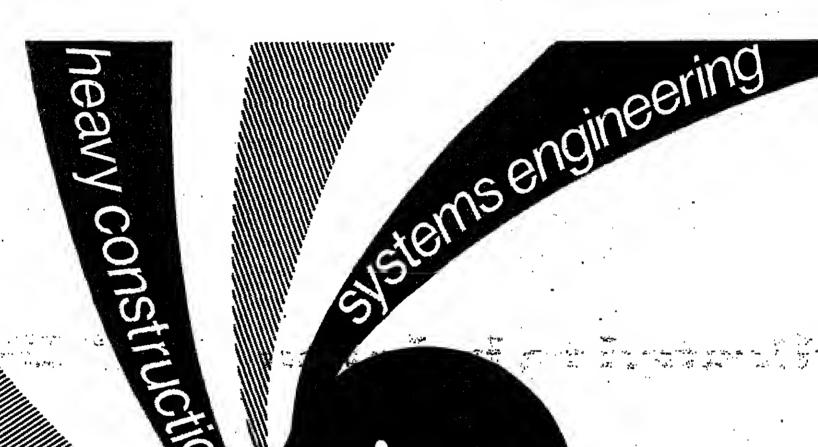
# The high price of goodwill projects in agriculture

cultural products either on the drawing board, or well on tha way to implementation.

ernmen

ing and harvesting.

Production costs have sky way to implementation. But the barriers to investment in agriculture, and the risks, are proving to be substantial and the minimum and the router of the country. oping country standards; the



policy of compelling companies with no agricultural expertise to make major investments in this area is open to serious doubts.

The experiences of Texaco Nigaria Ltd, a subsidiary of the US oil major, are a case in

point: Since 1978, the company has spent ebout N4m developing a 6,000 acre cassava plantetion and processing plant near Abeokuta, some 75 miles from Lagoa

Abcounts, some is into a se-Lagos. For the past ten months, the N500,000 "Teragri" factory, which produces "garl" (or cas-save meal) a major staple food in Nigeria, has been shut down in the face of mounting operating losses, and the Texagri gen-eral manager, Mr Gilbert Heys, says the company is seriously thinking of abandoning the project and making a fresh start

elsewhere. What went wrong ?

First and foremost, the com-pany had, as is not surprising, almost no experience in the field of agriculture and underestimated both the level of investment needad to make large-scale farming a success, end tha risks involved.

In its eagerness to be among the first companies to make whet must amount primarily to a goodwill gesture to the Nigerian Government (the aim of backward integration which motivetes efforts by the bever-age and milling industries can hardly epply to an oil company) Texaco failad to conduct the extensive survey necessary to open wood fire. Not only is this determine the agricultural process less costly, but it is also potential of the land which far less import intensive, a would form the project's plant- major factor in assessing the etion.

#### Limitations

which is not well suiled to intensive farming activities was chosen for the project, effec-tively limiting the range of op-tions open to the venture if its primary activity (garl produc-primary activity (garl produc-national Institute for Tropical tion) should prove unprofitable. other companies attempting to launch agricultural ventures, lend acquisition has also proved a major problem: under the law, all land in Nigeria is the proovernments: though Texagri had to settle on

CESSORIA

ing process. Texagri's original plan to usa an "outgrower" system to pro-duce the cassava—a method find that the foreign exchange

cost of insecticides. tractors spare parts and other inputs have risen steeply over the past few years; and more recently, the price of diesel (the fuel used for the process of drying the gari to enhance its shelf life) has risen 2<sup>1</sup>/<sub>4</sub> times.

#### **Ironic twist**

Mr Heys now estimates his production costs per tonne at around N950-1,000, while the best price be can obtain in the market varies from N600-750.

Ironically, it is the revival of agriculture in the area (which Texagri was launched to contribute to) which appears to have firmly pushed the venture into the red.

According to the general manager, the gari price has fallen from around N1,400 per tonne in 1984 to the current levels of N600-750, as large numbers of unemployed from the cities have returned to the countrysida and

returned to the countrysida and gone into small-scale produc-tion of cassava, which requires little in the way of soil fertility. inputs or expertise. Treditional processing methods, which yield a product with a much higher moisture content and so s shorter shelf life, are nonetheless much less costly than mechanised proces-sing which has been harder hit sing which has been harder hit by inflation.

Village women rely almost en-tirely on their own labour to peel, ferment and grind the cassave into gari, which is then dried by "frying" it over an open wood fire. Not only is this net benefit to Nigeria of such projects as Tenagri.

The project may well have An area of low soil fertility as it has promoted local production by selling or giving away

Agriculture in nearby Ibedan, For Texagri, as for many thesa varieties heve shown dramatic increases in yields, and Texagri sees its distribution programme as a major part of its contribution.

Agricultural experts suspect perty of the various State that Texagri's experience-that governments; in practice, the overheads involved in the large-scale, mechanised producrental terms separately with tion of gari make such a ven-141 different plot owners, a ture uncompetitive-may be complicated and time-consum- repeated by other agricultural ventures to be launched in the

whereby the company would savings realised from such improvide innuts and other advice port-substituting activities may to small farmers in the area, prove much lower than origin-who would actually produce the ally envisaged.

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Casualty of the

oil boom years

The cocoa

industry

PATTI WALDNEIR

#### X NIGERIA 10

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#### Agriculture

# Kano seeks revival in farm products sector

#### Northern industry CHRISTIAN TYLER

SO MUCH is still left of old Kano that it takes no effort of the imagination to see behind and beneath the sprawling modern capital of northern Nigeria.

The old city is still sur-rounded by its 12th century ramparts of orange-coloured baked earth. Inside the wails are warrens of flat-topped mud bouses, bare of furniture but carefully numbered for some postman who never calls. As they converge on the centre the houses become denser until they reach a large compound and the wide road that runs round the palace of the Emir of Kano. palace of the Emir of Kano. Beside the palace is the vast mosque of Juma-at, a reminder that here was once the furthest reach of Islam. Kano was above all a trading centre, one of the most important south of the Sahara desert and west of Lake

licence.

Chad. Kano is now a city of soma 2m people, the second largest after the federal capital, Lagos. But there is no impres Apart from a few tall buildings in the centre, the city is built close to the ground, shaded over with trees and

who had been living in Turkey but was driven out by Kemal Ataturk. He built an oil mill in Kano in 1941 at a time when everyone else was still follow-ing their traditional pursuit of trading.

The business, Nigerian Oil A revival of agriculture will Mills, is now run by the not be possible until there are Mills, is now rin by the hor be possible unit there are founder's sons, Bernard and Ely places to store and process the Calil, who represent the 40 crops. "It's an inevitable step per cent still owned by the for Nigeria." Mr Calil said. He family. Under Nigerian law, 60 claims to be the first private per cent of the equity must be entrepreneur to try to lay down the necessary infrastructure. Nigerian

the necessary infrastructure. The Calil brothers' interests The Calil brothers' interests Nigerian Oil Mills has are grouped under the unoffi-branched out into related busi-cial name of the Cedar Group, nesses. Alongside the oil-

and a second second second

comprising some 14 operating crushing mill in Kano is a fac-companies (some of which are tory for making the 18-litre cans dormant). The Galils also have in which vegetable oil is sold an interest in Berec, the battery on the market. The tinplate has making company whose to be imported from Usinor in Nigerian subsidiary was re-France, Cockerill-Sambre in cently sold by Hanson Trust of Belgium and Nishisawa in Britain, and in Berliet trucks Japan.

s onsinesses, production is strangled by the tough import licensing regime, but the can factory has enough raw material to keep it ticking over for an-other year. and generators of France. As in so many other Nigerian Like many others, the group --which has a turnover of \$200m e year-has moved into agri-culture with a 2,000-acre farm at Wudil, half an hour's drive from Kano. Putting money

into farming is for many ex-There are two fully automatic patriate companies the best way of showing commitment to Nigeria's development, and it lines for filling the cans with oll and a special machine for filling polythene sachets. The company is about to build a refinery of its own, using British machinery, helps when they naed an import

licence. But Mr Bernard Calil, manage ing director of Nigerian Oil cycle. Mills, believes that agriculture will be profiable. "I'm not factory making aluminium sinking money into it. I am kettles, tahleware, brass cala-investing. It started as a cos-metic thing, but it's now become Nearby there is a soap and deter-

e real operation." Another farm, belonging to Berec, is being started in Abeo-illustrated by an episode last month when a hostile artcle in South in the start of industry are industry are

is built close to the ground. Berec, is being started in Abeo-shaded over with trees and kuta, near Lagos. It is hot, bright and dry, and greatly preferable to tha sweat-ing humidity of Lagos. One of the first manufactur-ing husinesses in the north of by a syrian trader in groundnuts state commodity boards, which who had been living in Turkey often short-changed the growers is built close to the ground. Berec, is being started in Abeo-illustrated by an episode last month when a hostile artcle in the local Sunday newspaper re-vealed that e "Lebanese" com-groundnuts. But when mineral pany had managed to buy vege-table oil from the Government ima when vegetable oil imports bad been living in Turkey often short-changed the growers out to be Nigerian Cil Mills.

quantities grown indigenously.



Kano, a city of 2m people, is the second largest, after Lagos. Above: stalls of potash set out along a street in he old quarter of Kano.

for spare parts to keep the machines working. The container plant's output of 13,000 government. units a day fell to zero, though now it is back to 4,000 units a

discouraged by the antics of the state commodity boards, which often short-changed the growers out to be Nigerian Oil Mills. Another big Kano enterprise, on the already low prices set for their harvests. Now the producers of vege-table oil are having to import groundnuts, so small are the munities groups indigenously. quarter of it. The price of vege- Its last import licence was for

Ine worst year for the com-bany seems to have been 1984, to be daeply in debt, and run-when it was refused import ning too far below capacity to licences for nuts to crush and make economic sense. Putters the privata sector by tha new

government.
 Dantata, one of Nigeria's
 largest industrial groups, is run and mainly owned by Mr Alhaji Usman Dantata, a 36-year-old millionaire at present
 recovering in a Miami hospital
 from e near-fatal shooting hy armed intruders at his Lagos

armed intruders at his Lagos house last September. Mr Usman controls businesses

table oil had begun to fall be-cause of a large number of pil-ports, keeping its big mill in (especially vegetable oil), con-fered drums which had turned Kano working for at least one tainer manufacture, construcremember. tion and civil engineering, wharves and lighterage, and

> His latest venture is in agri-culture and his Anadariya Farms is claimed to be the big-gest enterprise of its kind in West Africa. So far soma N15m cuir to obtain as large anothers, perhaps as much as 20,000 tonnes a year, are smuggled to neighbouring countries). This year's forecast, by London cocca traders Gill and Duffus, worth of capital assets have been acquired. The farm in-cludes 10,000 hectares of culti-vable land, fully planted for the is a mere 110,000.

first time last year. once the world's second largest, accounting for nearly a quarter of, all supplies—has been a casualty of the country's oll boom, which drew vast numbers of rural dwellers away from the land with the lure of easy money in the cities. The main crops are sorghum, maize, cotton, sunflower and groundnuts, while a poultry farm turns out 15,000 broilers a

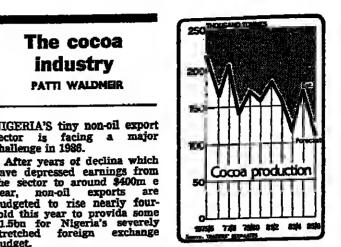
day.

day. A keen polo player, once rated among Nigeria's best, Mr Usman has imported 118 Argen-tine ponies and is said to be planning a racing stud. Nearly all the group's de-velopment in the past two years has here in agriculture accord. independence from Britain in 1960, agricultural commodities, led by cocca, generated some 70 per cent of export earnings. has been in agriculture, accord-ing to Mr K. N. Menon, the ing to Mr K. N. Menon, the group financial controller. The diversification began when for-mer president Shagari called for a "green revolution," but only

They now account for less than 3 per cent. By 1984, total non-oil export volume was only 40 per cent of its 1980 levels. recently has it got going on any scale. Mr Usman hopes to see his land under cultivation more than double in area before long. Various factors have contributed to the decline: low producer prices (price increases have fallen well short of infla-

. . . . .

Earnings slump



Decidedly optimistic by any standards, this figure begins to look even less realistic when account is taken of the current sorry state of the country's cocoa industry, by far the largest non-oil export earner, and a sector which experts believe has reasonable potential for growth. tion for several years); the high cost of labour and inputs; poor extension services; lack of new extension services; tack of new plantings (most trees have now outlived their optimum produc-tive life-span); and smuggling, which siphons off large amounts of the crop to neighbouring countries where real returns are much higher (the overvalued for growth. Because of a combination of bad luck and appalling planning the cocca industry is beading for a catastrophic yeer in 1986, with production forecast to fall to the lowest levels anyone can countries where real returns are much higher (the overvalued naira means that only e fraction of the export price of the crop is passed on to the farmer).

Despite all these drawbacks, Nigeria was able to produce last year's 170,000 tounes of cocoa because sufficient supplies of Cocoa traders say they believe some 170,000 tonnes of cocoa was produced in Nigeria last year (exact figures are diffi-cult to obtain as large amounts, agricultural chemicals were imported to prevent extensive damaga to the crop from the dreaded black pod disease.

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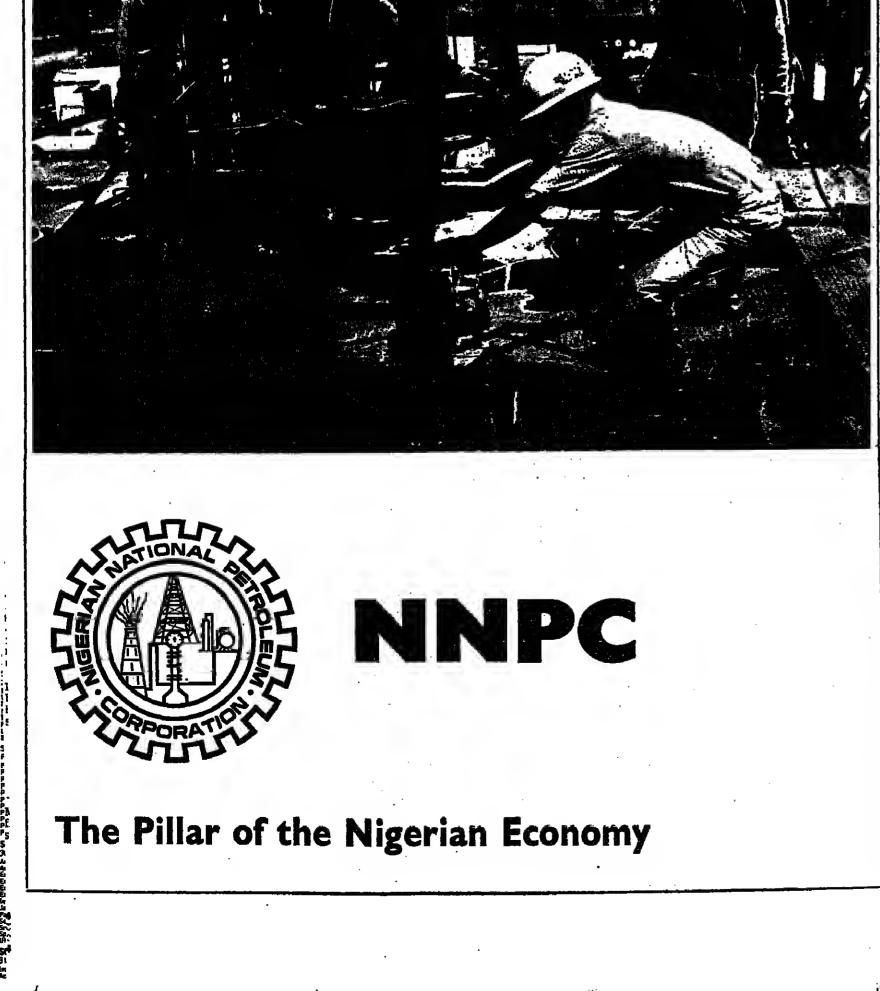
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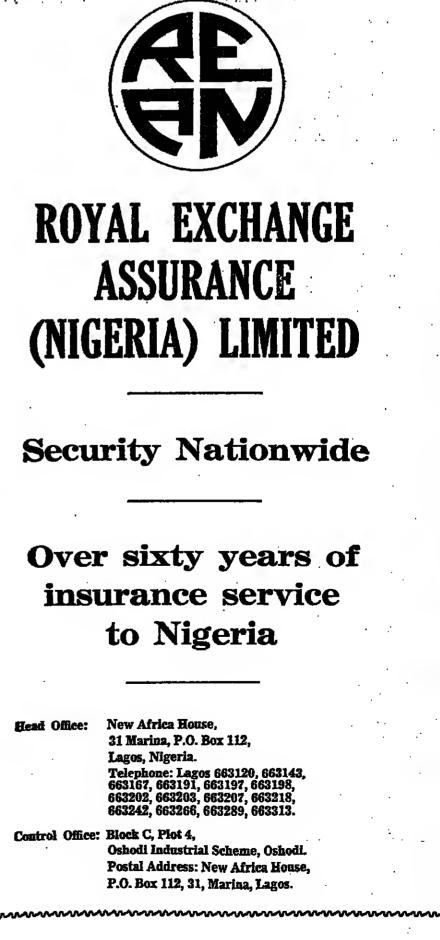
This year, farmers have not been so lucky. Because of the harsh import controls forced on tha country by a critical short-age of foreign exchange, virtually no import licences were issued for chemicals to treat this season's crop.

According to the estimate of one industry expert, Nigeria could lose over \$100m in cocoa export receipts, largely because of a failure to allocate \$5m for the importation of spraying chemicals (poor weather also had an impact). Around the time of Nigeria's

If the problems of poor pricing and lack of inputs were tackled seriously, says one European trader who knows the country well, Nigeria could harvest well over 200,000 tonnes a year from existing plantings ne-an important step, in the short term, towards reviving the near-moribund non-oil export sector.

road transport.







Agriculture

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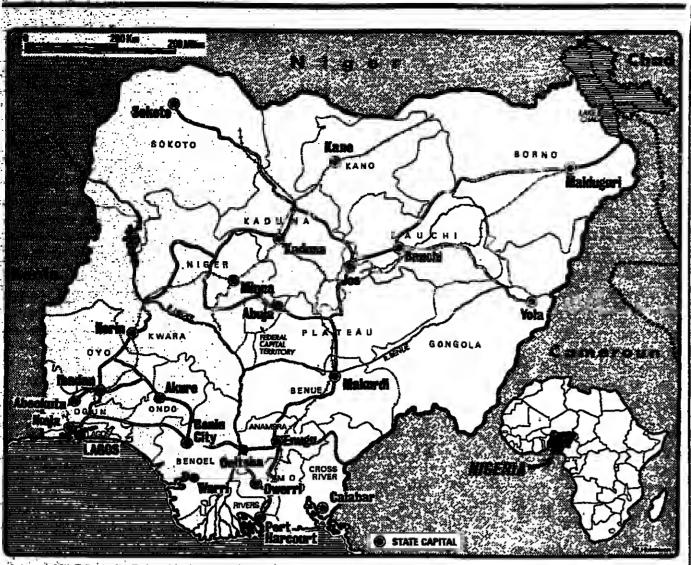
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#### **NIGERIA 11**



# Macbeth falls to the spanner

#### **Funtua revisited**

FIFTEEN YEARS ago, Peter Blackburn served with the Voluntary Service with the Voluntary service Overseas: as a teacher in Funtua in northern food and equipment, but all on Nigeria. Today some signi-ficant changes have taken place in the area which is now the headquarters of the Nigerian Cotion Mar-between the school's principal, who took over at Funtua 18 months ago. "It is an uphill struggle trying to match the school's facilities with the growth in student moments." keting Board.

Peter Blackburn reports here on the differences he has found in the area which typify developments in the smaller towns of

mistake as we drove in after dark through an unfamiliar new entrance from the main road to the Government Secondary School, Funtua.

Despite having spent nearly 18 months at the school as a Voluntary service overseas (VSO) English teacher I felt completely disoriented as a result of the great changes that

to see what dramatic growth had since taken place. The number of students has swollen number of students has swollen wear. from less than 500 to more than When I left at the end of dows and smashed furniture 2,000 and staff has guadrupled 1971, the first science laboratory piled up in out-houses, to 80.

"Imagine the same problem

The VSO teachers were phased out several years ago and there are no longer any British contract teachers, However, there are still some 10 in the smaller towns of Asians mainly teaching science subjects. There is generally a plentiful supply of Nigerian \* \* \* towns of Asians mainly teaching science subjects. There is generally a plentiful supply of Nigerian \* \* \* \* towns of Asians mainly teaching science subjects. There is generally a plentiful supply of Nigerian teachers for most departments. I THOUGHT we had made a High unsemploment encourages ties. It means extra work for teachers, but it should cut down them more readily to accept postings to smaller towns.

> Contrasts\_ Whereas most of the students

DISCOVER A NEW LANDMARK IN LAGOS

equipment, teachers say. were once boarders and came The explosion in student numbers has put severe strains on school equipment which has deteriorated more quickly than from distant villages, the increase in the number of schools and lack of sufficient accommodation means they are it has been replaced over the

I had subsconsciously stopped proliferated to such a degree difficult trying to provide three the clock at what I had last seen that the school complex appears square meals a day with an and it was therefore a shock almost unrecognisable. But, allocation of N1.50 per student, to see what dramatic growth sadly, many of the new build-had since taken place. The ings already look the worse for and dormitory blocks bear scars

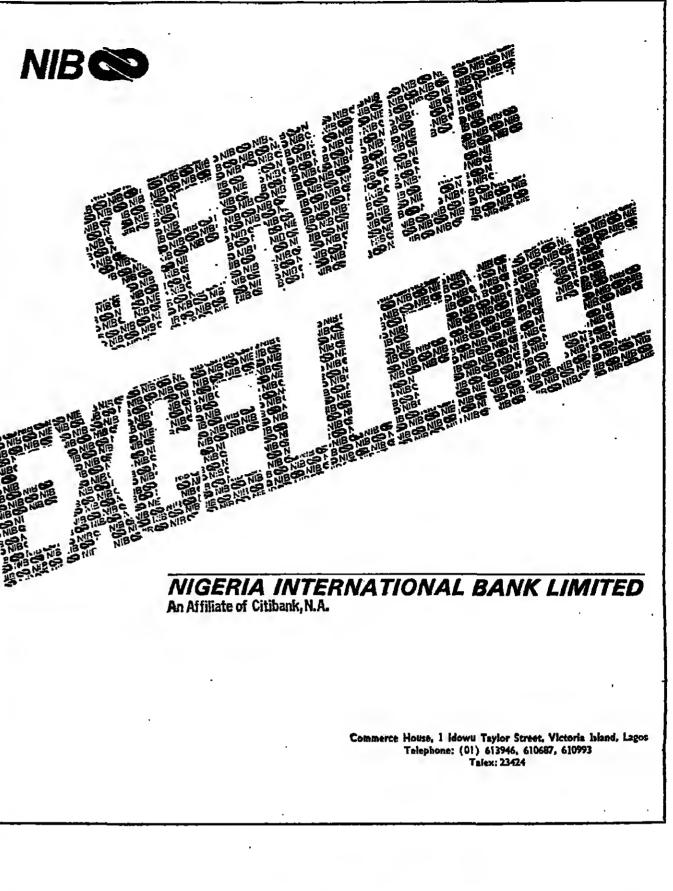
was being built. Now there are several, plus woodwork, metal-work and machine tool shops. These days there is much more emphasis on practical rather than classical teaching. Farmers' and traders' sons now spend Security continues to be a problem as the school has no perimeter fence. During the prolonged economic recession many of the detachable fittings like light bulbs and switches have disappeared on to local markets where they fetch preand traders' sons now spend less time grappling with Mac-beth and Jane Eyre than with crop seeds and fertilisers or making spanners and simple mium prices. As a result, dormi-tory light bulbs and all moveable items are locked up tools. One of the school's new projects is the creation of a horticultural section. during the day to prevent them being stolen.

horticultural section. The new 6-3-3-4 schooling the school lorry driver along system provides for continuous with Mallam Sule, the school conversion and characteric clerk, the school cook and screening and channeling towards employment opportunisweepers remain from the early 1970s, and provide a link with the past.

The teachers have long since Ine teachers have long since left and there was no trace locally either of the students, some of whom may now be treading the chiridors of power in government or else have become rich traders. the numbers of educated but unemployable school leavers. The move towards greater scientific teaching has been handicapped by a serious short-age of chemicals and laboratory

Rapid growth

Funtua town, like the school also shows signs of rapid growth



. . .

had taken place.

I made for one of the rate sources of light which turned out to be a fridge-equipped school shop — one of many innovations — and asked for the

school shop — one of many innovations — and asked for the school principal. It was my first trip back in 15 years and I was curious to see how the school and the rown motor bikes. It was my first trip back in 15 years and I was curious to see how the school and the rown motor bikes. It was my first trip back in see how the school primeter to town, located in Kaduna etate, 72 kms north-west of Zarla an the Sokoto road, had developed. Sudents used to walk to school, but now they ride bicycles, some even motor bikes. Truancy has become a bigger problem, particularly among the around the school perimeter to the sokoto road, had developed. Sudents used to walk to school, but now they ride bicycles, some even motor bikes. Truancy has become a bigger problem, particularly among the around the school perimeter to the number of buildings has the headmaster pointed out, it is

years. In the junior classes there are not enough chairs or desks to go round, nor exercise ing from a 12 km radius. In the old days, the day-students used to walk to school, books, with students having to

rounded granite rock - now topped by two water tanks. A busy road junction and

A busy road junction and market town, the bustling motor park is now packed mainly with swift Japanese mini-buses, in-stead of lumbering mammy

wagors. A fast, two-lane highway has replaced the single-lane road to Zaria where once I rode my Honda 90 motorcycle at week-ends to stock-up with provisions or to see friends. The roadside is already dotted with wreeks of vehicles showing that travel continues to be hazardous. But at least visitors are no longer covered with red laterite dust.

at least visitors are no longer covered with red laterite dust, churned up by passing "mammy" wagons. At the entrance to Funtua there are now two by-passes. Along the northern one is the headquarters of the World Bank financed asymptication headquarters of the World Bank —financed agricultural develop-ment project which has con-siderably increased the district'a food-growing potential. Earth dams have made it easier to bring the crops to market. Funtua is zone two of the new World Bank-assisted Radune agricultural development pro-ject, covering the whole state. New agro-industries have been set up, including dairy and textile companies as Funtua moves towards establishing a

and textule companies as r intua moves towards establishing a broader industrial base. The groundnut pyramids, however, one of the town's traditional landmarks, faded into memory many years ago. Lack of rain in the early 1970s ravdrought-resistant aceds were slow to be developed. An inefficient marketing system and unattractive prices were additional disincentives.

Funtua is also the head-quarters of the Nigerian Cotton Marketing Board and after a long period of decline there are signs that production may start to rise again (as indicated in part one of this survey). The new Lummus-built cotton sinnery was due to start pro-duction this month, as soon as supplies of imported chemicals arrived.

Another visible change in the area is the new fire station, equipped with a shiny red fire engine, located in the fields behind the school,

Visitors to Funtua may now stay at a motel beside the dam at Mairuwa, a few kilometres out of town. Although it is attractively situated, overlooking the lake, the chalets were not as comfortable as they looked from the exterior.

I recalled that, 15 years ago, it was more enjoyable to sleep out, under the stars, while on of the dam,

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#### **Business Guide**

#### NIGERIA 12

# Tips for overseas visitors

fever-ridden Lagos in 1861. And to this day the disclosure that one's destination is the Nigerian capital evokes sympathy. Lagos has entered travellers'

arrival, eggressive taxi drivers, dreadful hotels, interminable traffic jams, dobious food, unreliable telephones. . . . It is actually not as bad as mythology makes out, and with

little foresight it can be tolerable-even enjoyable. Let us assume that you have

had yellow fever and cholera vaccinations well in advance, and have started the course of malaria prophylactics two weeks before departure. You bave also stocked np on business cards, which are essential if you want to make headway with the secto make headway with the sec-retaries in the outer office of the

'oga" (boss). You have arranged to stay in You have arranged to stay in a company guest house because it is more comfortable than a hotel in Lagos, but yon have remembered to send telegrams to out-of-town hotels, and also taken into account that hotels will demand payment in foreign currency.

The traveller'a first test comes at Murtala Muhammed International Airport. There are two schools of thought as to how to deal with the hurdles of currency exchange (you are obliged to cash et least \$100 on arrival), immigration, and customs. One school advises you to relax and set about the process in e leisurely fashion: the other school advises you to dash from the plane to be among the first to reach the hank, where money is exchanged and can be the worst

bottleneck. Since many travellers may have read this plece of advice, there could be stern competi-tion. It all depends on your temperament. Whatever you do, do not lose the yellow cur-rency declaration form, which must be presented on depar-

ture Taxi drivers have been banned from parking at Murtala International and may banned only drop departing passengers, but there will be scores of drivers working for what are described as "car hire comdescribed as "car nice com-panies," whose owners have managed to exclude the tradi-tional yellow cabs. The fare from the airport to Victoria

"THE SITE of the town is ... Island or Ikoyl should be about a first-come, first-served basis. dctestable," the explorer N25. Richard Burton wrote about You can manage day-to-day You will need to travel with business by flagging taxis on the street, but the haggling that ensues in the hot and steamy climate can be tiring. An air conditioned cab will cost mythology: overcrowded air. N100 for an eight-hour day craft, tortuous formalities on (N80 if you are a tough barspent.

Making appointments over the phone can be time corsum- in your bag. All the more ing and unreliable. You may as reason to hire a single taxi

Getting a seat on Nigeria list of do's and don'ts. But draw Airways local flights is often consolation from the thought, pot lnck, but look out for the as you sit on the open verandah private services between the of Bubble's Bar, sipping a main centres operated by Okada chilled beer and fanned by the and Cabo airlines and others. cool breeze blowing across the Although described as charter, creek, that it was much tougher they run scheduled services on in Burton's day.

cash, for few hotels or restaurants take credit cards. Since the cost of living is high, and the Naira only available in singles and fives (larger (N80 if you are a tough bar- denominations are rare), the gainer) and is money well wad of notes will make e forwad of notes will make e for-midable hulge in your jacket, or take up a substantial space

well take advantage of the driver for your stay. tolerance and flexibility of most Nigeria has become a byword Nigerian officials and expatriate for "dash" — which covers anybusinessmen and take pot luck. thing from a substantial bribe Turn up with your husiness to secure a contract, to a tip card and a brief letter explain- for the room steward. Much of ing your needs, which can be the petty "dash" is unnecessary, if your documents are in order it is not required at the

the person yon want be out. This payes the way for your next visit, and if you do phone first the secretary will know who yon are. With or without an appoint-ment, be prepared to wait, and take something to read. You should on no sccount enlist the help on departure of the touts (or "travel advisers," as they prefer to be called) at Murtala Mohammed who lurk at the check-in counters. Their DECREE No. 4, introduced by the military government of General Muhammadn Bahari, effectively muzzled Nigeria's lively newspapers. But one of the first actions of the new scientific tions of favonrite ploy is to offer belp with currency formalities and of the new administration of President Babangida was to repeal the law and restore Nigeria's reputation of hav-ing probably the freest press in black Africa.

This all actuads a formidable

from over a dozen daflies (all ninted in English) of which the Daily Times and New Nigerian (both Gover, ventowned), Punch, Guardian, Concord and Tribune lead

the field. The Daily Times, Punch and Concorde publish business editions.

The visitor can

paperboy in Lagos

offers visitors a selection

of lively tabloid news-

papers.

Press freedom

Two weekly magazines are well worth reading: News-watch and African Concord, while the London-based West Africa magazine, on sale in Lagos, provides invaluable coverage of Nigeria.

#### Useful reading

An indispensable visitors' guide is "Survive Lagos," by Elizabeth Cox and Erica Anderssen (Spectrum Books, Ibadan,

millan's Lagos Street Atlas (1985) which clearly illustrates not only the residential areas but also the industrial zones, and locates government offices, embassies and public hulldings. Recommended reading inincludes:

The Story of Nigeria, Michael Crowder (Feber and Faber,

1978). The Nigerian Civil War, by John de St Jorre (Hodder and Stoughton, 1972). Soldiers and Oil, edited by Keith Panter-Brick (Frank

President and Power in Nigeria: the life of Shehu Sbagari, by David Williams (Frank Cass, 1982). Abmadu Bello; Sardauna of

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Nigerians and expatriates relax in the heat of the day at Bubbles Bar in Lagos.

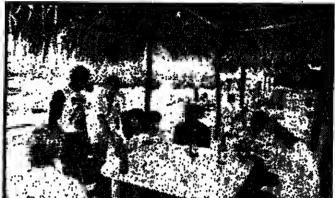
#### Accommodation: it pays to plan ahead

AVOID STAYING in a hotel if The regulations are inter- tariat which houses many of the AVOID STAYING in a hotel if you pessibly can, if only because you will be frustrated by the difficulties of making telephone calls. Hotels are also very expen-sive — allow at least N100 a day for bed and breakfast and inci-dentals in the leading Lagos hotels — although about half that rate applies in the state capitals. Room service can be erratic and water supply and air-conditioning are unrelieble. Avoid pessibly can, if only because you will be frustrated by the difficulties of making telephone calls. Hotels are also very expen-sive — allow at least N100 a day for bed and breakfast and inci-dentals in the leading Lagos hotels — although about half that rate applies in the state capitals. Room service can be erratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and air-conditioning are unrelieble. The regulations are inter-tratic and water supply and are and power intervetses of the safe side, carry tratic and water supply and air-conditioning are unrelieble. The regulations are intervetses and inci-tratic and water supply and air-conditioning are unrelieble. The regulations are intervetses are intervetsed to a supply and air-conditioning are unrelieble. The regulations are intervetses are intervetses and inci-tratic and water supply and air-conditioning are unrelieble. The regulations are intervetses and inci-tratic and wate

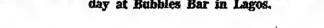
left with the secretary should the person yon want be out. This paves the way for your next visit, and if you do phone

Communications will almost certainly be difficult: the intercertainly be difficult: the inter-national phone links have gone promise to get the all-important through a bad patch, and yellow form stamped, taking Nigeria Airways is again a your travellers' cheques for hyword for unreliability. inspection by the appropriate Several courier agencies serve official. They then disappear. Internal and international destinations and guarantee 24-way, comes after check-in and documents to most European canitals.

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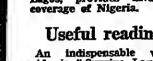
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air-conditioning are unrelieble. The alternative is to use e guest house, which most of the

larger companies operate. The rule for hotel-booking Murtala is to always book early (send a national Airport, is especially telegram to out of town botels. useful if the bulk of your work — telex or phone lines from is in Ikeja's industrial zone or Lagos are either impossible or Apapa.

difficult to obtain). Remember that the law requires visitors to pay hills in foreign exchange, beginning with a deposit which can be as high as N300.

Eating out • In Part One of the survey readers were introduced to the delights of "bush meet" and street corner fare. You may, however, he looking for a more formal environment in which to entertain guests. Here are a few suggestions: prices vary from around N60 for two (including soft drinks or bear) at the excellent Sheraton Indian Restaurant to nearly double that if you prefer Chinese food (superb Spring rolls) in the Shaugri La Restaurant atop the Eko Hotel, which also enjoys one of the finest views of Lagos. Other venues include: Bacchus, 57 Awolowo Road Bacchus, 57 Awolowo Road, Ikoyi, tel 683582 (around N150 for two, with wine): Chez Antoine, 81 Broad Street, tel 635881; Cathay (Chinese) 88 Broad Street, tel 651546; Bagatelle 208 Broad Street, tel 632801; New Quo Vadis Eboni House, Broad Street (opposite Bagatelle): Tabriz, 19-21 Breadfruit Street (near Bristol Hotel) tel 632828; Sherlaton, Awolowo Road (opposite Bacchus); Ikoyi Hotel Chinese Restaurant, tel 603290-8.

663290-8.

Wildlife tours THE BEST-KNOWN game park in Nigeria-with the bonus of hot springs in which the traveller can soak at the end of a dusty day—is Yankari, a 99-minute drive from Bauchi in north cast Nigeria. Animals on view include elephant, buffalo, roan ante-lope, warthog, hartcbeest, waterbuck and llons, as well as a profusion of birdlife. Accommodation is in indi vidual chalei-type huis (Wikki Springs Hetel, Yan-kari Game Park, Baachi); be prepared for irregular power

supplies and no hot water, although this need not mat-

ter: visitors can seak in the

hot springs at Wikki, below

camp.

the

be on the safe side, carry enough travellers' cheques to cover your entire hotel bill.

The recently-opened 340-room Sheraton Hotel, near Lagos's Murtala Muhammed Inter-21432. Bristol Hotel, Martins Street, (off Broad Street) 630048 Telex Hilton Hotel, \*lkeja, Tel

But bear in mind the fact that 960604, Telex 26329, Tel if you have appointments on Eko Hollday Inn<sup>a</sup>, Victoria Victoria Island or in Ikoyi Island, tel. 615000, telex 22650. (where most of embassies and high commissions are located, telex 21595. as well as the Federal Secre-

Telex 22632.

\* Swimming pool.

Nigeria since 1970: a political Federal Palace Hotel • and Federal Palace Suites Hotel • Victoria Island, Tel 614938, 610134, 610031, 612120, Telex and economic outline, edited by Anthony Kirk - Greene and Douglas Rimmer (Longmans, 1981).

The country's novelists convey a feel for Nigeria which no academic study can give: Chimua Acheba (A Man of the People and No Longer at Ease); Cyprian Ekwensi (Burning Grass); Wole Soyinka (The Interpreters and The Man Dled); Buchi Emechta (The Joys of Motherhood). Mainland Hotel, tel, 41101/9

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